# Executive Committee
# Agenda

Date: Wednesday, November 22, 2023
Time: 9:15 am
Location: Islands Trust Victoria Boardroom
200-1627 Fort Street, Victoria, BC

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| | | | Pages |
|---|---|---|---|
| 1. | CALL TO ORDER | 9:15 AM - 9:15 AM | |
| 2. | APPROVAL OF AGENDA | | |
| | 2.1 Introduction of New Items | | |
| | 2.2 Approval of Agenda | | |
| | 2.2.1 Agenda Context Notes | | |
| 3. | RISE AND REPORT DECISIONS FROM PREVIOUSLY CLOSED MEETING | | |
| | None. | | |
| 4. | ADOPTION OF MINUTES | | |
| | 4.1 Executive Committee Draft Minutes of November 1, 2023 | | 6 - 15 |
| | For review and adoption | | |
| 5. | FOLLOW UP ACTION LIST AND UPDATES | | |
| | 5.1 Follow Up Action List/Director/CAO Updates | | 16 - 25 |
| | 5.2 Local Trust Committee Chair Updates | | |
| | 5.3 Islands Trust Conservancy Liaison Update | | |
| 6. | BYLAWS FOR APPROVAL CONSIDERATION | | |
| | 6.1 Lasqueti Island Local Trust Committee Meeting Procedure Bylaw No. 102 - Request For Decision | | 26 - 33 |
| | That Islands Trust Executive Committee approve Lasqueti Island Local Trust Committee Bylaw No. 102, cited as "Lasqueti Island Local Trust Committee Meeting Procedure Bylaw, 2022, Amendment No. 1, 2023" in accordance with Section 27 of the Islands Trust Act. | | |
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| | 7.5.2 | Disposition of delegations - Trustee Peterson request | |
| 7.6 | New Business | | |

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7.8.1 Protocol Agreement between Islands Trust Council and Snaw-naw-as Nation 550 - 550

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7.8.4 Michael Sketch To TC - Letter to the Minister respecting the Islands Trust - November 9, 2023 562 - 577

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8. EXECUTIVE COMMITTEE PROJECTS

8.1 Trust Council Initiated

8.1.1 Executive

8.1.1.1 Trust Council Meeting Improvements - Discussion

8.1.1.2 Structured Decision Making - Discussion

8.1.2 Trust Area Services

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8.1.2.3 Media and Social Media Training for Elected Officials - Request For Decision 592 - 593

8.1.3 Planning Services

8.1.4 Administrative Services

8.2 Executive Committee Initiated

8.2.1 Executive

8.2.2 Trust Area Services

8.2.3 Planning Services

8.2.4 Administrative Services

8.2.4.1 Financial Costs of LTC Chair Assignments - Briefing

Late item.

9. NEW BUSINESS

9.1 Executive/Trust Council

9.1.1 **Southern Gulf Islands Forum attendance approval - Trustee Elliott**

Resolution required to support payment of travel expenditures

THAT Executive Committee approve Trustee Elliott's travel expenditures to attend the Southern Gulf Islands Forum on September 10, 2023.

9.2 **Trust Area Services**

9.2.1 **LTC Chairs Report on Local Advocacy Topics**

9.3 **Planning Services**

9.4 **Administrative Services**

10. **CORRESPONDENCE (for information unless raised for action)**

10.1 **2024 AVICC AGM & Convention- 1st Call for Resolutions and Convention Information - from Theresa Dennison, AVICC Executive Coordinator, dated October 23, 2023** 594 - 610

10.2 **Speculation and Vacancy Tax - from SSI LTC to Hon. Conroy, Minister of Housing, dated October 30, 2023** 611 - 612

11. **WORK PROGRAM**

11.1 **Executive Committee Work Program** 613 - 615

For review and forwarding to Trust Council

12. **NEXT MEETING**

Tuesday December 5, 2023 at the Coast Victoria Hotel, Victoria from 10:00 a.m. to noon.

13. **CLOSED MEETING - SCHEDULED**

That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90, (c) labour relations or other employee relations; and (j) information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 21 of the Freedom of Information and Protection of Privacy Act; and that the recorder and staff [attend/not attend] the meeting.

14. **ADJOURNMENT** 2:00 PM - 2:00 PM

# Executive Committee
## Minutes of Regular Meeting

**Date:** **November 1, 2023**
**Location:** **Electronic meeting, Public venue**
**Islands Trust**
**200-1627 Fort Street**
**Victoria, BC V8R 1H8**

**Members Present**
Peter Luckham, Chair, Thetis Trustee
Tobi Elliott, Vice-Chair, Gabriola Trustee
David Maude, Vice-Chair, Mayne Trustee
Timothy Peterson, Vice-Chair, Lasqueti Trustee

**Staff Present**
Russ Hotsenpiller, Chief Administrative Officer (CAO)
David Marlor, Director, Legislative Services (DLS)
Clare Frater, Director, Trust Area Services (DTAS)
Julia Mobbs, Director, Administrative Services (DAS)
Stefan Cermak, Director, Planning Services (DPS)
Robert Barlow, Legislative Services Clerk/Recorder

### 1. CALL TO ORDER

The meeting was called to order at 9:15 a.m. Chair Luckham acknowledged being on Coast Salish territory, living on Thetis Island and expressed gratitude for all that he has learned from the Lyackson and Penelakut people that have lived in the area since time immemorial.

### 2. APPROVAL OF AGENDA

#### 2.1 Introduction of New Items

The Committee identified a need for a closed meeting.

#### 2.2 Approval of Agenda

**By general consent** the Committee approved the agenda.

### 3. RISE AND REPORT DECISIONS FROM PREVIOUSLY CLOSED MEETING

None.

### 4. ADOPTION OF MINUTES

**4.1 Draft Executive Committee Minutes of October 11, 2023**

**By general consent** the Committee approved the minutes as presented.

## 5. FOLLOW-UP ACTION LIST AND UPDATES

**5.1 Follow-Up Action List/Director/Chief Administrative Officer Updates**

Staff spoke to the status of items on the Follow-up Action List (FUAL), providing updates to the items in progress.

**5.2 Local Trust Committee Chair Updates**

Local trust committee chairs spoke to recently attended and upcoming Local Trust Committee (LTC) meetings.

**5.3 Islands Trust Conservancy Liaison Update**

Vice Chair Elliott indicated that there was nothing new to report.

## 6. BYLAWS FOR APPROVAL CONSIDERATION

**6.1 Saturna Island LTC Bylaw 139 – Request For Decision**

It was noted that Saturna Island Local Trust Committee is the last local trust committee to adopt such a Freedom of Information and Protection of Privacy bylaw.

**EC-2023-109**
**It was MOVED and SECONDED,**
that Executive Committee approve Saturna Island Local Trust Committee Bylaw No. 139, cited as " Saturna Island Local Trust Committee Freedom of Information and Protection of Privacy Bylaw No. 139, 2023" in accordance with Section 27 of the *Islands Trust Act*.

**CARRIED**

Executive Committee recessed at 10:03 a.m. and returned at 10:15 a.m.

## 7. TRUST COUNCIL MEETING PREPARATION

**7.1 Executive**

7.1.1 Review of Trust Council Meeting Procedures and Processes – Briefing

Chief Administrative Officer Hotsenpiller presented the briefing that provided a review of some challenges and concerns experienced at previous Trust Council meetings and also identified some potential options or changes to Trust Council

meetings and procedures. The Committee discussed the challenges and identified other concerns and potential changes as well including:

- meetings on small islands are often problematic given the lack of appropriate meeting space, catering and accommodation
- setting dates two or three years in advance may allow for negotiations with hotels to provide their services at a reduced rate
- separating the roles of chairing the meeting, managing resolutions and managing the speaker's list may be helpful as the Chair is currently required to do too many tasks during the meeting
- the use of a Committee of the Whole may be of value as it could provide an opportunity to discuss topics without making decisions
- the decision making process could be tailored to specific needs so that simple topics would be separated from complex topics
- repetitive speakers on a motion could be limited or managed
- the Chair could actively seek input from trustees who may not be comfortable speaking up to avoid only a few trustees dominating a conversation
- in-person meetings may better support discussions and debate at the meeting which will lead to good decisions but costs much more than electronic virtual meetings
- some Trust Council business could be conducted outside of quarterly meetings; special meetings could focus on a single topic or on non-controversial business items
- use of such special meetings could result in lighter agendas for the quarterly meetings
- verbal thinking needs to be managed as it can take up valuable time on the agenda as trustees verbalize their thoughts
- concerns and issues could be organized into different areas:
    - meeting procedures
    - chairing and other roles of the meeting
    - scheduling and location of meetings
    - staffing and resourcing of meetings
- the staff review of meeting procedures policy could include addressing these concerns about Trust Council meetings
- with some topics, the public may need or want to understand the discussion; with other topics, the public may only need or want to understand the decision
- creating a Committee of the Whole might require changes to meeting procedures bylaws or policy
- a Committee of the Whole could be on a trial basis
- the Governance report indicated that committee work needs to be reported on by trustees rather than by staff
- recommendations from committees could be emphasized more than current practice

- committee chairs could be empowered to represent the committee at Trust Council
- the possibility of establishing a Committee of the Whole needs a discussion at the Governance Committee and at Trust Council

**EC-2023-110**
**It was MOVED and SECONDED,**
that Executive Committee request staff to explore options for Committee of the Whole-type meetings and report back on options.

**CARRIED**

- it may be more valuable to focus on process rather than time management in regards to creating the agenda for a Trust Council meeting
- an informal discussion at a Committee of the Whole meeting might minimize discussion at a Trust Council meeting
- a responsibility of the Chair is to manage the order of speakers so that task may not be able to be delegated
- trustee comments about "trustee x wanted to speak before me" is an attempt to support the Chair but doesn't actually support the Chair
- a script for the Chair could be helpful
- the electronic microphone queue used at the September Trust Council doesn't work well
- a short training session for trustees at the start of a meeting may be of benefit as it could clarify expectations of trustee behaviour
- the Chair needs to "read the room" in order to make beneficial agenda management choices
- agenda management can be a shared role with Vice Chairs
- seating arrangements need to allow the Chair ready access to key staff such as the CAO and the Director of Legislative Services
- Vice-Chairs sitting together near the Chair may be beneficial to support simple administrative tasks but might also lead some to believe that Vice Chair opinions are given more "weight" in deliberations
- elected officials sometimes have insight into administrative processes and staff sometimes have insight to political process
- currently providing one screen to serve three purposes can be problematic (show motions being created on the fly: present the agenda and materials; show virtual attendees)
- a roundtable is an important icebreaker and is most effective at the start of the meeting
- new business is not being addressed well as it is often at or near the end of the meeting
- discussing administrative reports can be time consuming with little benefit, particularly since most reports are written and provided before the meeting
- critical information within reports that may result in a need for discussion could be identified and presented separately

- a consent agenda could be more fully utilized
- possibility of scheduling agenda items on the Wednesday evening
- New Business should be limited to a new emerging topic that arrived after the agenda is published
- use of Notices of Motion could be used as a new tool that relates to New Business
- Executive Committee meeting on the Tuesday afternoon needs to be able to immediately report to Trust Council their resolutions

Committee recessed at 12:03 p.m. and returned at 12:33 p.m.

7.1.2 Trust Council FUAL Review – Briefing

CAO Hotsenpiller indicated that the text in All Caps on the Trust Council Follow-up Action List are staff comments and potential recommendations in regards to the items. Committee discussion included optional methods for trustees to review the list.

**EC-2023-111**
**It was MOVED and SECONDED,**
that Executive Committee request staff to bring back the Follow-up Action List for Trust Council for review and consolidation.

**CARRIED**

7.1.3 December Trust Council Meeting Planning – Discussion

Discussion ensued.

**7.2 Planning Services**
None.

**7.3 Administrative Services**
None.

**7.4 Trust Area Service**
None.

**8. EXECUTIVE COMMITTEE PROJECTS**

**8.1 Trust Council Initiated**

8.1.1 Executive
None.

8.1.2 Trust Area Services

None.

8.1.3 Planning Services
None.

8.1.4 Administrative Services

8.1.4.1 Forecasted Areas of Overspending – Briefing

Director Mobbs presented the brief that indicated that the second quarter forecast identifies a number of general ledger lines where there may be overspending, provides an analysis, and suggestions to provide mitigating strategies. Committee discussion included the impact of tight budgets, variable legal expenses and other factors.

**8.2 Executive Committee Initiated**

8.2.1 Executive

8.2.1.1 Draft Executive Committee and Trust Council schedules for 2024 – Request for Decision

Committee discussion included:

- amending the Executive Committee meeting schedule to start at 9:15 a.m. to accommodate ferry schedules
- Trust Council to consider their meetings (electronic or in-person, location of in-person meetings, frequency, duration, business topics)
- in-person locations to be considered are Nanaimo, Salt Spring Island, Duncan and Victoria
- average meeting expense cost for an in-person Trust Council meeting is $31,000
- ITCB proposed schedule includes January 31, April 24 and October 9 of 2024

**EC-2023-112**
**It was MOVED and SECONDED,**
that Executive Committee approve their 2024 meeting schedule as amended.

**CARRIED**

**EC-2023-113**
**It was MOVED and SECONDED,**
that Executive Committee request staff to prepare a Request for Decision for Trust Council to approve their 2024 meeting schedule in

person and consider locations including Nanaimo, Salt Spring Island, Duncan and Victoria.

**CARRIED**

8.2.1.2 Legal Opinion Distribution - Discussion

Discussion ensued.

**EC-2023-114**
**It was MOVED and SECONDED,**
that Executive Committee request that as legal opinions are received, staff distribute them to the Executive Committee.

**CARRIED**

8.2.2 Trust Area Services
None.

8.2.3 Planning Services

8.2.3.1 Request for Executive Committee Sponsorship of Rezoning Application Fee for NP-RZ-2023.1 - RFD

Committee discussion included that sponsorship will enable the North Pender local housing society to apply for BC Housing funding and has broad community support.

**EC-2023-115**
**It was MOVED and SECONDED,**
that Executive Committee approve financial sponsorship of $4,400.00 for Rezoning application NP-RZ-2023.1.

**CARRIED**

8.2.4 Administrative Services

8.2.4.1 Financial Costs of UBCM attendance - Briefing

Committee discussion included:

- the costs and benefits of Union of British Columbia Municipalities (UBCM) attendance for trustees and for staff
- how many Executive Committee members might attend
- possible savings by making early decisions about attending
- potential meeting with Bowen Island Municipal Council at same time
- attendees reporting to Trust Council
- staff have put a block of six rooms on hold for the next convention

- Committee will revisit the topic closer to the date of the next convention

8.2.4.2 Financial Costs of Chair Assignments - Discussion

Committee discussion included:

- possibility of minimizing costs
- Financial Planning Committee has also requested additional analysis on this topic and will discuss at their meeting on November 8
- there has been an increase in costs for many reasons
- chairing a local trust committee meeting remotely is challenging
- electronic meetings saves time and money
- the public wants to attend in-person meetings on the individual islands
- there is no issue with using hotels that offer a cheaper rate than the provincial government rate
- sometimes a more expensive hotel is more readily accessible and doesn't require using a vehicle which can create savings

## 9. NEW BUSINESS

### 9.1 Executive/Trust Council

None.

### 9.2 Trust Area Services

9.2.1 LTC Chairs Report on Local Advocacy Topics

Discussion included:

- Gabriola local trust committee is seeking support from federal and provincial agencies with respect to protection of Indigenous cultural heritage
- Salt Spring local trust committee has written a letter to Minister Conroy (Finance)
- Salt Spring local trust committee is doing some advocacy with the Agricultural Land Commission and will connect with staff

### 9.3 Planning Services

None.

### 9.4 Administrative Services

None.

## 10. CORRESPONDENCE (for information unless raised for action)

### 10.1 2024 Association of Vancouver Island and Coastal Communities AGM & Convention

1st Call for Resolutions and Convention Information

Staff indicated that a brief will be provided to the Executive Committee at the next scheduled meeting.

**10.2 Trustee Lironi - Shellfish Aquaculture Management Advisory Committee - 2023-10-26**

Trustee Lironi requested to be included in correspondence and meetings involving shellfish farming issues in the Trust Area. The Committee suggested to add this topic to the Trust Council agenda at the Trustee reporting section.

**10.3 Alix Deggan - Amenities - 2023-10-26**

Received for information

**10.4 Sharon Small - Appeal for Islands Trust to opt into Provincial Legislation on Short-Term Rentals - 2023-10-25**

Received for information

**10.5 Salish Sea Symposium - Call for Session Proposals - 2023-10-24**

Received for information

**10.6 Steve Wright - Amenities - 2023-10-20**

Received for information

**10.7 BC Geographical Names office - rescind name on Tumbo Island - 2023-10-17**

**EC-2023-116**
**It was MOVED and SECONDED,**
that Executive Committee request staff to respond to the BC Geographical Names office regarding rescinding the name on Tumbo Island to advise them that Islands Trust has no concerns; and to circulate the material and Executive Committee response to the Saturna Island Local Trust Committee.

**CARRIED**

**10.8 Mark Edmonds - Comment on Policy Checklist for Metro Vancouver campground proposal on Bowen Island - 2023-10-13**

Received for information

**10.9 Kim DeSante - Bowen Island and Metro Vancouver Parks - 2023-10-13**

Received for information

**10.10 Julie Vik - Bowen Island Petition re: Camping at Cape Roger Curtis - 2023-10-10**

Received for information

## 11. WORK PROGRAM

**11.1 Review and amendment of current work program**

Committee reviewed the work program, noting that staff will be presenting a revised schedule of the Policy Statement Amendment project to the Trust Programs Committee on November 6, 2023.

## 12. NEXT MEETING

Wednesday, November 22, 2023 at 9:15 a.m. in person in Victoria.

## 13. CLOSED MEETING

**EC-2023-117**
**It was MOVED and SECONDED,**
That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90, (1)(c) labour relations or other employee relations; and that the recorder and staff attend the meeting.

**CARRIED**

The Committee closed the meeting to the public at 1:52 p.m. and reopened the meeting at 2:10 p.m. without Rise and Report

## 14. ADJOURNMENT

By general consent, the meeting adjourned at 2:10 p.m.

_____
Peter Luckham, Chair

Certified Correct

_____
Robert Barlow, Legislative Services Clerk/Recorder

Minutes are not official until adopted at a subsequent meeting.

Islands Trust

Print Date: November 17, 2023

# Follow Up Action Report

## Executive Committee

### 26-Feb-2020

| Activity | Responsibility | Dates | Status |
|---|---|---|---|
| **1** 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. As SSI LTC and Gabriola LTC initially expressed an interest in hosting a screening, Vice Chairs Peterson and Elliott will assess if the interest remains and will be involved in outreach and organizing those screenings. | Clare Frater | Target: 31-Dec-2023 | In Progress |

### 21-Oct-2020

| 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.<br>UPDATE OCT2024: Financial policy work is set to begin 2024. | Julia Mobbs | Target: 01-Jan-2024 | In Progress |

### 14-Apr-2021

| Activity | Responsibility | Dates | Status |
|---|---|---|---|

# Follow Up Action Report

## Executive Committee

### 14-Apr-2021

| Activity | Responsibility | Dates | Status |
|---|---|---|---|
| 1 Review the Executive Committee sponsorship policy and report back recommendations on local trust committee approvals, communications, and funding mechanisms. 2023-10-11 - Resolution: amended to produce a short summary of the process to request EC sponsorship. | David Marlor | Target: 12-Dec-2023 | In Progress |

### 07-Oct-2021

| Activity | Responsibility | Dates | Status |
|---|---|---|---|
| 1 Investigate options for policies or policy updates for formal opportunities for First Nations presentations and engagement at Trust Council meetings. | Clare Frater | Target: 06-Sep-2023 | In Progress |

### 12-Apr-2022

| Activity | Responsibility | Dates | Status |
|---|---|---|---|

# Follow Up Action Report

## Executive Committee

### 12-Apr-2022

| | Activity | Responsibility | Dates | Status |
|---|---|---|---|---|
| 1 | Staff to develop policy regarding s. 8 (2) (h.1) (iii) and (iv) of the Islands Trust Act. This request responded to changes to the Islands Trust Act to give Trust Council new discretionary powers relating to supporting and give financial assistance to others to<br>(iii)engage in activities to gain knowledge about the unique amenities and environment of the trust area and to increase public awareness, understanding and appreciation of the unique amenities and environment;<br>(iv)preserve and protect the unique amenities and environment of the trust area.<br>Executive Committee has discussed there may be an opportunity to concurrently review the secretariat services, and grants in aid policies with the intention of identifying administrative efficiencies. | Clare Frater | Target: 20-Sep-2023 | In Progress |

### 22-Sep-2022

| | Activity | Responsibility | Dates | Status |
|---|---|---|---|---|
| 1 | Develop a communications strategy and materials to support awareness of the housing affordability advocacy request and rationale.<br>OCT 11: Referred to Regional Planning Committee | Stefan Cermak | Target: 27-Jun-2023 | In Progress |

# Follow Up Action Report

## Executive Committee

### 22-Sep-2022

| Activity | Responsibility | Dates | Status |
|---|---|---|---|
| **2** 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 and a panel session about housing challenges and solutions in the Islands Trust Area as part of trustee education<br>OCT 11: Referred to Regional Planning Committee | Stefan Cermak | Target: 06-Dec-2023 | In Progress |

### 22-Mar-2023

| Activity | Responsibility | Dates | Status |
|---|---|---|---|
| **1** Staff to report back on recording of meetings by members of the public re clarity on recording and report on recording of electronic meetings.<br>2023-10-11 EC meeting update: Create a one liner statement in the chair opening notes, for the Chair to read out regarding recording of the meeting by members of the public. | David Marlor | Target: 22-Nov-2023 | In Progress |

### 12-Apr-2023

| Activity | Responsibility | Dates | Status |
|---|---|---|---|

# Follow Up Action Report

## Executive Committee

### 12-Apr-2023

| | Activity | Responsibility | Dates | Status |
|---|---|---|---|---|
| 1 | Staff to provide a briefing with respect to options for better understanding of the policy regarding Code of Conduct for vice-chairs, trustees and the public. 2023-10-11 EC update: review against Provincial guidelines and provide recommendation for any amendments. | David Marlor | Target: 29-Nov-2023 | In Progress |

### 24-May-2023

| | Activity | Responsibility | Dates | Status |
|---|---|---|---|---|
| 1 | Explore future education/workshop sessions on decision-making to benefit trustees. | Russ Hotsenpiller | Target: 26-Sep-2023 | In Progress |

### 29-Jun-2023

| | Activity | Responsibility | Dates | Status |
|---|---|---|---|---|
| 1 | Staff to: a) evaluate the implications of a longer referral response window, and; b) consider how Trust Council and local trust committees (LTC's) might consult with First Nations to better understand what changes to the current referral process should be made to both improve communication and to further reconciliation, and report back to Trust Council. | Clare Frater<br>Stefan Cermak | Target: 06-Dec-2023 | In Progress |

# Follow Up Action Report

## Executive Committee

### 29-Jun-2023

| Activity | Responsibility | Dates | Status |
|---|---|---|---|
| **2** Staff to discuss, with interested trustees, requirements and options and report back on possibilities and effort required to improve Trustee access to key documents. | David Marlor | Target: 05-Dec-2023 | In Progress |
| **3** Staff consider options and report back on possibilities and effort required to provide Trustee view access to integrated calendar of Trust Meetings. | David Marlor | Target: 28-Sep-2023 | In Progress |
| **4** Staff to research the possibility of self-insurance for the organization. | Julia Mobbs | Target: 06-Dec-2023 | In Progress |

### 11-Oct-2023

| Activity | Responsibility | Dates | Status |
|---|---|---|---|
| **1** Items 1 and 2 of the DPS FUAL (as presented in the agenda package) be referred to the RPC for recommendations and to report back on them to the EC. | Stefan Cermak | Target: 25-Oct-2023 | In Progress |
| **2** Rainwater Catchment - staff to investigate new provincial guidelines for rainwater catchment for multi-family dwellings and report back to the EC. | Stefan Cermak | Target: 22-Nov-2023 | In Progress |

### 01-Nov-2023

| Activity | Responsibility | Dates | Status |
|---|---|---|---|

# Follow Up Action Report

## Executive Committee

### 01-Nov-2023

| | Activity | Responsibility | Dates | Status |
|---|---|---|---|---|
| 1 | 6.1 THAT the Islands Trust Executive Committee approve Saturna Island Local TrustCommittee Bylaw No. 139, cited as " Saturna Island Local Trust Committee Freedom ofInformation and Protection of Privacy Bylaw No. 139, 2023" in accordance withSection 27 of the Islands Trust Act<br>Advise local trust committee and clerks. | Stefan Cermak | Target: 22-Nov-2023 | In Progress |
| 2 | EC request staff to bring back the Trust Council FUAL to TC for review and consolidation.<br>Add FUAL to the Trust Council agenda. | Russ Hotsenpiller | Target: 22-Nov-2023 | Completed |
| 3 | 7.1.3 Invite San Juan County to December Trust Council. | Russ Hotsenpiller | Target: 22-Nov-2023 | Completed |
| 4 | 1. THAT Executive Committee approve their 2024 meeting schedule.<br>Add to calendar and website. | Robert Barlow | Target: 22-Nov-2023 | In Progress |
| 5 | 2. THAT staff prepare a Request for Decision for Trust Council to approve their 2024 meeting schedule in person and consider locations including Nanaimo, Duncan, Salt Spring, Victoria | Russ Hotsenpiller | Target: 22-Nov-2023 | Completed |

Islands Trust

Print Date: November 17, 2023

# Follow Up Action Report

## Executive Committee

### 01-Nov-2023

| | Activity | Responsibility | Dates | Status |
|---|---|---|---|---|
| 6 | That the Executive Committee request staff to circulate legal opinions to the executive committee as they are received.<br><br>add to the checklist - Circulate legal opinions received related to local trust committee work items to EC as they are received. | David Marlor | Target: 22-Nov-2023 | Completed |
| 7 | 8.2.3.1 That Executive Committee approve financial sponsorship of $4,400 for rezoning application NP-RZ-2023.1.<br><br>Advise the planner and applicant. Update spending from sponsorship account. | Stefan Cermak | Target: 22-Nov-2023 | Completed |
| 8 | 10.2 Trustee Lironi - Shellfish Aquaculture Management Advisory Committee<br><br>Add this item to December Trust Council agenda. | Robert Barlow | Target: 22-Nov-2023 | Completed |

# Follow Up Action Report

## Executive Committee

### 01-Nov-2023

| | Activity | Responsibility | Dates | Status |
|---|---|---|---|---|
| **9** | Correspondence to EC<br>10.3 - Alex Deggan<br>10.4 - Sharon Small<br>10.6 - Steve Wright<br>10.8 - Mark Edmonds<br>10.9 - Kim DeSante<br><br>10.10 - Julie Vik<br><br>Write a thank you to the writers and advise were received for information. | Robert Barlow | Target: 22-Nov-2023 | In Progress |
| **10** | 10.7 - Name change for Tumbo Island.<br>Staff have responded to BC Geographical Names Office regarding rescinding name on Tumbo Island, advising that Islands Trust has no concerns.<br>Send to Saturna LTC - original letter and Executive Committee response. | Robert Barlow | Target: 22-Nov-2023 | Completed |

# Follow Up Action Report

## Executive Committee

### 01-Nov-2023

| Activity | Responsibility | Dates | Status |
|---|---|---|---|
| **11** December Trust Council meeting logistics:<br>CAO to report back on how better to support Chair at next meeting, including consideration of second screen (trustees remoting in on one and working agenda on the other).<br><br>Report back to EC with options for minute taking, running the screen, and crafting the resolutions.<br>Consider DLS sitting next to Chair at December Trust Council and provide support and conduit to other staff as necessary. | Russ Hotsenpiller | Target: 22-Nov-2023 | Completed |

# REQUEST FOR DECISION

LOCAL TRUST COMMITTEE BYLAW SUBMISSION

File No.: LA-BL-102
3900-03:LPS Admin Bylaw

| | | | |
|---|---|---|---|
| **To:** | Islands Trust Executive Committee | **For the Meeting of:** | November 22, 2023 |
| **From:** | Nadine Mourao, Legislative Clerk and Stephen Baugh, Planner 2 | **Date Prepared:** | November 8, 2023 |
| **SUBJECT:** | **Lasqueti Island Local Trust Committee Meeting Procedure Bylaw No. 102** | | |

**RECOMMENDATION:**

1) **That the Islands Trust Executive Committee approve Lasqueti Island Local Trust Committee Bylaw No. 102, cited as "Lasqueti Island Local Trust Committee Meeting Procedure Bylaw, 2022, Amendment No. 1, 2023" in accordance with Section 27 of the *Islands Trust Act.***

**DIRECTORS COMMENTS:**

Lasqueti Island Local Trust Committee has referred Bylaw No. 102 to the Executive Committee for approval under Section 27 of the *Islands Trust Act.* Staff recommends that the Executive Committee approve the bylaw as it is not contrary to or at variance to the Islands Trust Policy Statement.

**1 PURPOSE:**

The Lasqueti Island Local Trust Committee has referred Bylaw No. 102 to the Executive Committee for approval under Section 27 of the *Island Trust Act.* Staff recommends the Executive Committee approve the bylaw as it is consistent with Islands Trust Council Policy 2.1.9 (Meeting Procedures Guidelines).

**2 BACKGROUND:**

The Lasqueti Island Local Trust Committee gave three reading to Bylaw No. 102 on October 23, 2023.

The intent of this bylaw is to amend the existing Meeting Procedure Bylaw. There are two amendments proposed. First, to add a requirement for notice to be reposted when there are changes in meeting start times, and second, to reduce the time for written requests to be submitted to the Deputy Secretary from 14 calendar days to 10 calendar days.

**3 IMPLICATIONS OF RECOMMENDATION**

**ORGANIZATIONAL:**

The proposed changes to the bylaw are anticipated to result in additional staff time associated with posting meeting changes and reduced staff time to review and prepare delegation requests for meeting agendas. RPM Jamurat supports the changes overall, and notes that at current

operational levels changes can be accommodated, and efforts will be made to maintain service levels across all six northern local trust areas. However, in the future if service levels become restrained, it may not always be possible to meet this timeframe.

**FINANCIAL:**

None.

**POLICY: N/A**

**IMPLEMENTATION/COMMUNICATIONS:**

Staff would update the Islands Trust website with the new bylaw and update internal procedures to ensure meeting change notices are posted online and the appropriate locations on island.

**FIRST NATIONS:**

There is no impact on First Nations on the adoption of the amendments to the Meeting Procedures Bylaw.

**OTHER:**

There are no other implications of the recommendation.

## 4 RELEVANT POLICY(S):

- Section 27 of the *Islands Trust Act*
- Islands Trust Policy 2.1.9 Meeting Procedures Guidelines
- Section 225(1) of the *Local Government Act*

## 5 ATTACHMENT(S):

**1.** EC Submission Cover
**2.** EC General Checklist
**3.** Proposed Lasqueti Island LTC Bylaw No. 102

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**Alternative:**

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

   *THAT the Executive Committee request that staff advise Lasqueti Island Local Trust Committee in writing that the Executive Committee considers that Bylaw No. 102, cited as "Lasqueti Island Local Trust Committee Meeting Procedure Bylaw, 2022, Amendment No. 1, 2023", is contrary to or at variance with the Islands Trust Policy Statement for [INSERT REASONS], and advise the Lasqueti Island Local Trust Committee on steps needed to address the specified issues.*

# REQUEST FOR DECISION

LOCAL TRUST COMMITTEE BYLAW SUBMISSION

| | | |
|---|---|---|
| Submitted By: | Stephen Baugh, Planner 2 | November 8, 2023 |
| Concurrence: | Renée Jamurat, RPP MCIP, Regional Planning Manager | November 9, 2023 |

Attachment 1

# Local Trust Committee Bylaws
# Submission for Executive committee Approval

Local Trust Committee: Lasqueti Island Local Trust Committee  Bylaw No.: LA-102

Bylaw Type: Meeting Procedure Bylaw

Date of resolution referring bylaw to Executive Committee: 23-Oct-2023

☒ Bylaw Submission Checklist attached

☒ Policy Statement Checklist attached*
* not required for administrative bylaws

☒ Summary of Bylaw Intent Attached

**Recieved by Islands Trust Secretary:**

Signature: _____ Date: _____
Secretary

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

Date bylaw will appear on Executive Committee agenda: _____

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

**Distribution:** Executive Committee _____
Director, LPS _____
Local Trust Committee _____
Planner _____
Planning Clerk _____

## Executive Committee

### Policy Checklist

**Checklist Key:**

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

### Executive Committee Legislative Role Policy (2.4)

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

**Checklist Key:**

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

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

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

**Comments**

Completed By: Nadine Mourao

**Status**

Date Resolution Referred to Exective Committee: 23-Oct-2023

Reading:

# PROPOSED

**LASQUETI ISLAND LOCAL TRUST COMMITTEE**
**BYLAW NO. 102**

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**A BYLAW TO AMEND THE LASQUETI ISLAND LOCAL TRUST COMMITTEE MEETING PROCEDURE BYLAW, 2022**

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

1. Citation

   This bylaw may be cited for all purposes as "Lasqueti Island Local Trust Committee Meeting Procedure Bylaw, 2022, Amendment No. 1, 2023."

2. Lasqueti Island Local Trust Committee Bylaw No. 100, cited as "Lasqueti Island Local Trust Committee Meeting Procedure Bylaw, 2022" is amended as shown on Schedule No. 1 attached to and forming part of this bylaw.

| | | | | |
|---|---|---|---|---|
| READ A FIRST TIME THIS | 23RD | DAY OF | October | , 2023 |
| READ A SECOND TIME THIS | 23RD | DAY OF | October | , 2023 |
| READ A THIRD TIME THIS | 23RD | DAY OF | October | , 2023 |

APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST THIS

| | | | |
|---|---|---|---|
| | DAY OF | __ | , 202X |
| ADOPTED THIS | DAY OF | __ | , 202X |

**Chair** **Secretary**

**LASQUETI ISLAND LOCAL TRUST COMMITTEE**

**BYLAW NO. 102**

**Schedule No. 1**

1. **Section 4,** is amended by adding the following text after "local trust area.":

   "For any changes in regular business meeting start times, dates, and/or venues that are decided after an agenda is posted (5 business days in advance of the meeting), notice of these changes shall be reposted as soon as possible but, a minimum of 48 hours prior to the meeting time on the Islands Trust website, on a notice board on island that is accessible to the public, and on a building entrance of the original and new venue if the venue is being changed."

2. **Section 21,** is amended by deleting the words "fourteen (14) calendar days" and replacing them with "ten (10) calendar days."

**DRAFT**

**Coast Victoria Hotel**
**Ballroom**
**Victoria, BC**

| Tuesday, December 5 | | Wednesday, December 6 | | Thursday, December 7 | |
|---|---|---|---|---|---|
| | | **8:30** | **Visioning Discussion**<br>Visioning Report - BRF | **8:30** | **CLOSED MEETING** |
| **10:00** | **Executive Committee Meeting**<br>(Gonzales Room, Lower Floor) | | | **9:30** | **Rise and Report - Meeting Reopens to the Public** |
| **12:00** | **Lunch** | **10:00** | **Break** | **9:35** | **Planning Services** |
| **1:00** | **TRUST COUNCIL MEETING STARTS** | **10:15** | **Administrative Services** | | ***Consent Agenda Items*** |
| | **Land Acknowledgement** | | ***Consent Agenda Items*** | | Director's Report |
| | **Call to Order and Approval of Agenda** | | Director's Report | | ***Decision/Discussion Items*** |
| | **General Business Arising** | | Second Quarter Financial Report - RFD* | | Grant application for biologist for planning services - RFD* |
| | | | Second Quarter Financial Forecast - RFD* | | Housing Strategic Action Plan - RFD* |
| | ***Consent Agenda Items*** | | ***Decision/Discussion Items*** | | Housing: Provincial legislation - BRF |
| | Minutes, FUAL, RWM | | Draft Budget for FY 2024/25 - various briefings | | Housing Options Toolkit - BRF |
| | | | Financial Planning Committee Work Program | | Regional Planning Committee Work Program |
| **1:15** | **Trustee Roundtable** | | | | |
| **3:00** | **Break** | **12:00** | **LUNCH HOUR** | **10:30** | **Break** |
| **3:15** | **Executive Services** | **1:00** | **DELEGATIONS / PUBLIC COMMENT** | **10:45** | **Trustee Summary Updates** |
| | ***Consent Agenda Items*** | | | | **Disposition of Delegations** |
| | CAO's Report | **2:15** | **San Juan County/Islands Trust Joint Session** | | **Correspondence** |
| | ***Decision/Discussion Items*** | | Sesison outline pending | | **Priorities Chart** |
| | Meeting dates - RFD* | | | | **December Trust Council Draft Schedule** |
| | LTC Meeting Procedures - RFD* | | | | |
| | Continuous Learning Plan - RFD* | | | | |
| | Trust Council Meeting Schedule 2024 - RFD | | | | |
| | FUAL Review w Trust Council - Discussion | | | | |
| | Vision statement review - BRF | **3:00** | **Break** | **12:00** | **Adjournment (approx.)** |
| | Executive Committee Work Program | **3:15** | **San Juan County/Islands Trust Joint Session (continued)** | | |
| | Governance Committee Workprogram | | | | |
| **4:15** | **Trust Area Services** | **4:30** | **New Business** | | |
| | ***Consent Agenda Items*** | | Gravel mining - Trustee Yates (from Sept TC) | | |
| | Director's Report - BRF | | Disposition of delegations - Trustee Peterson (from Sept TC) | | |
| | Policy Statement Update - BRF | | Meeting to Discuss the Governance Report - Trustee Boland | | |
| | Reconciliation Learning Group programming - BRF | | | | |
| | Legislative Monitoring - BRF | | | | |
| | 50th Anniversary Activities - BRF | | | | |
| | ***Decision/Discussion Items*** | | | | |
| | AVICC Steering Committee appointee/funding - RFD* | | | | |
| | Climate Change Actions - BRF | | | | |
| | Montreal Protocol COP - BRF | | | | |
| | Wildfire Prevention Resource - BRF | | | | |
| | Trust Programs Committee Work Program | | | | |
| | Islands Trust Conservancy Quarterly Report | | | | |
| **5:30** | **Recess for the Day (approx.)** | **5:30** | **Recess for the Day (approx.)** | | |

**THE FOLLOWING INFORMATION WILL BE PRINTED ONLY FOR TRUSTEE AND STAFF**

Meals:

Breakfast is provided on Wednesday and Thursday between 7:00 am and 8:15 am.

Lunch is provided on Tuesday, Wednesday and Thursday between noon and 1 pm. Thursday will be a bag lunch.

Dinner is provided on Tuesday and Wednesday at 6:30 pm.

All meals are provided in the Fairfield Room on the lower level of the Coast Victoria Hotel.

Islands Trust

* denotes decision items
RFD = request for decision
BRF = briefing

times are provided for information and may vary

# Islands Trust Council
# Quarterly Meeting

Date: Tuesday, December 5, 2023

Time: 1:00 pm - 1:00 pm

Location: Harbour Towers

345 Quebec Street, Victoria, BC

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Pages

1. CALL TO ORDER / LAND ACKNOWLEDGEMENT — 1:00 PM - 1:00 PM

2. APPROVAL OF AGENDA

3. GENERAL BUSINESS ARISING

   3.1 Consent Agenda Items

      3.1.1 September 2023 Trust Council draft meeting minutes

      3.1.2 Trust Council Follow-Up Action List

      3.1.3 Resolution without Meeting Report

   3.2 Discussion / Decision Items — 1:15 PM - 3:00 PM

      3.2.1 Trustee Roundtable

**BREAK**

**3:00 pm to 3:15 pm**

4. EXECUTIVE SERVICES — 3:15 PM - 4:15 PM

   4.1 Consent Agenda Items

      4.1.1 Chief Administrative Officers Report

   4.2 Discussion / Decision Items

      4.2.1 Meeting Dates - RFD

      4.2.2 Local Trust Committee Meeting Procedures - RFD

      4.2.3 TC FUAL Review - Discussion

      4.2.4 Executive Committee Work Program Report

      4.2.5 Governance Committee Work Program

5. TRUST AREA SERVICES — 4:15 PM - 5:30 PM

5.1 Consent Agenda Items

5.1.1 Directors Report - BRF

5.1.2 policy Statement Update - BRF

5.1.3 Reconciliation Learning Group Programming - BRF

5.1.4 Legislative Monitoring Report

5.1.5 50th Anniversary Activities - BRF

5.2 Discussion / Decision Items

5.2.1 AVICC Steering Committee Appointee/Funding - RFD

5.2.2 Climate Change Actions - BRF

5.2.3 Montreal Protocol COP - BRF

5.2.4 Wildfire Prevention Resource - BRF

5.2.5 Trust Programs Committee Work Program Report

5.2.6 Islands Trust Conservancy Report

RECESS FOR THE DAY

5:30 pm

WEDNESDAY DECEMBER 6, 2023

6. VISIONING DISCUSSION 8:30 AM - 10:00 AM

6.1 Visioning Report - BRF

BREAK

10:00 am to 10:15 am

7. ADMINISTRATIVE SERVICES / FINANCE 10:15 AM - 12:00 PM

7.1 Consent Agenda Items

7.1.1 Director's Report - BRF

7.1.2 Second Quarter Financial Report - RFD

7.1.3 Second Quarter Financial Forecast - RFD

7.2 Discussion / Decision Items

7.2.1 Draft Budget for FY 2024/25 - various briefings

7.2.2 Financial Planning Committee Work Program Report

LUNCH BREAK

12:00 pm to 1:00 pm

8. ENGAGEMENT / COLLABORATION 1:00 PM - 2:15 PM

8.1 Delegations

8.1.1 Julie Vik - Opposing camping at the proposed Metro Regional Park on Bowen Island

8.1.2 Deb Ferens - Gulf Island Alliance - Sensitive Ecosystem Mapping

8.2 Public Comments

9. SAN JUAN COUNTY - ISLANDS TRUST - JOINT SESSION 2:15 PM - 4:30 PM

BREAK

3:00 pm - 3:15 pm

10. NEW BUSINESS 4:30 PM - 5:30 PM

10.1 Gravel Mining (Trustee Yates - deferred from September TC)

10.2 Disposition of Delegations (Trustee Peterson - deferred from September TC)

10.3 Discussion of Governance Review Report (Trustee Boland) - RFD

RECESS FOR THE DAY

5:30 pm

THURSDAY DECEMBER 7, 2023

11. CLOSED MEETING 8:30 AM - 9:30 AM

12. RISE AND REPORT 9:30 AM - 9:35 AM

13. LOCAL PLANNING SERVICES 9:35 AM - 10:30 AM

13.1 Consent Agenda Items

13.1.1 Director of Local Planning Services Report

13.1.2 Bylaw Enforcement Report

13.2 Discussion / Decision Items

13.2.1 Grant Application for Biologist for Planning Services - RFD

13.2.2 Housing Strategic Action Plan - RFD

13.2.3 Housing Provincial Legislation Amendments - BRF

13.2.4 Housing Options Toolkit - BRF

13.2.5 Regional Planning Committee Work Program Report

**BREAK**

**10:30 am to 10:45 am**

**14. SUMMARY/UPDATES/CORRESPONDENCE** 10:45 AM - 11:40 AM

**14.1 Trustee Updates**

14.1.1 BC Ferries (Ferry Advisory Committee Chairs)

14.1.2 First Nations

14.1.3 Gulf Islands National Park Reserve Advisory Committee

14.1.4 Salt Spring Island Watershed Protection Alliance (SSIWPA)

14.1.5 Atl'ka7tsem/Howe Sound Community Forum

14.1.6 Southern Gulf Islands Forum

14.1.7 Baynes Sound Forum

14.1.8 Freighter Anchorages Update

14.1.9 Shellfish Aquaculture Management Advisory Committee (SF AMAC) - Trustee Lironi

**14.2 Priorities Chart**

**14.3 Disposition of Delegations and Town Hall Requests**

**14.4 Correspondence** 11:40 AM - 11:55 AM

14.4.1 Protocol Agreement Between Trust Council and Snaw-naw-as Nation

14.4.2 Jennifer Margison, Friends of Gulf Islands Society - Trust Object - November 1, 2023

14.4.3 Michael Sketch - Letter to Minister Respecting the Islands Trust - November 9, 2023

14.4.4 Peter Johnston - Xwe'etay/Lasqueti Archeology Project Report - November 14, 2023

**15. NEXT MEETING**

Next meeting is proposed for March 14-16, 2024 in Nanaimo.

**16. ADJOURNMENT** 12:00 PM - 12:00 PM

# REQUEST FOR DECISION

| | | | |
|---|---|---|---|
| **To:** | **Trust Council** | **For the Meeting of:** | December 5, 2023 |
| **From:** | **CAO** | **Date Prepared:** | November 17, 2023 |
| **SUBJECT:** | **Draft Trust Council schedule for 2024** | | |

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**RECOMMENDATION:**

1. **THAT Trust Council adopt a 2024 schedule that includes quarterly meetings on**
    a. **March 12-14**
    b. **June 18-20**
    c. **September 24-26, and**
    d. **December 3-5**

2. **THAT Trust Council adopt the following locations for its 2024 meetings:**
    a. **March 12-14, Nanaimo**
    b. **June 18-20, Salt Spring**
    c. **September 24-26, Victoria**
    d. **December 2024, Victoria.**

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:** By policy Trust Council is required to establish its upcoming annual meeting schedule at the December meeting the year prior. These determinations are regular business in terms of policy and the practicality of organizing the legislative calendar for the Islands Trust. Currently staff are developing a Local Trust Committee meeting schedule for the organization based upon the Trust Council and Executive Committee dates recommended in this report. Trust Council should consider the dates that have been offered and make any required changes if necessary.

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1 **PURPOSE:** To approve the Trust Council 2024 meeting schedule.

**2 BACKGROUND:** The Trust Council 2024 schedule follows the Meeting Procedures Bylaw No. 101 which states "the Council shall establish the schedule of the date, time and place of regular Council meetings, one of which shall be in each of the months of March, June, September and December," at its December meeting. See Attachment 1 for the proposed 2024 schedule.

The proposed 2024 meeting dates have been selected taking into consideration statutory holidays, associated known conference dates, National Indigenous Peoples day and other local government scheduling throughout the year.

The following Trust Council meeting dates are recommended for 2024:

i. **March 12-14**
ii. **June 18-20**
iii. **September 24-26, and**

**iv. December 3-5**

Once Trust Council has confirmed its dates, Executive Committee, Council Committees and Local Trust Committees are available to fully schedule their respective meetings. However, over the last month a full timetable for these meetings has been prepared by staff. Attached is the Executive Committee schedule they have approved for the coming year.

The locations of the proposed meetings have taken into account the current costs and challenges associated with a rotating meeting schedule throughout all LTAs and concentrates the meetings in Nanaimo, Victoria and Salt Spring. This can change as per Trust Council direction. As for the costs of meetings and the provision of electronic meetings, the draft budget being presented in December 2023 includes those costs. Also attached to this report is a cost analysis of Trust Council meetings for your information.

As for Council Committees, FPC, RPC and TPC dates are included in the attachment. Dates for the Governance Committee are pending and will be synchronized with the draft dates presented.

**2 IMPLICATIONS OF RECOMMENDATION**

**ORGANIZATIONAL:** If Trust Council makes significant amendments to the schedule in December 2023, there will be a significant reordering of LTC and Council Committee meeting dates as a result.

**FINANCIAL:** The largest financial impact to the meeting schedule for Trust Council will be whether the type of meetings continue to be face to face, either on an Local Trust Area island or on Vancouver Island or electronic.

**POLICY:** This recommendation is within the policy framework of the Islands Trust.

**IMPLEMENTATION/COMMUNICATIONS:** Dates and locations of meetings will be posted immediately following the December Trust Council.

**FIRST NATIONS:**

**OTHER:**

**3 RELEVANT POLICY(S):**

**4 ATTACHMENT:**

**i. 2024 Islands Trust Council and Committees Meeting Schedule**
**ii. Trust Council Meeting Costs - Briefing**

**RESPONSE OPTIONS**

**Recommendation: as provided**

**Alternative: Amendments will be made to the schedule at the direction of Committee.**

---

**Prepared By:** **R Hotsenpiller**

DRAFT

Updated November 15, 2023

# 2024 Islands Trust Council and Committees Meeting Schedule

Meetings will be conducted electronically unless otherwise noted. The place where the public can see and hear the meetings is the boardroom, Islands Trust office at #200- 1627 Fort Street, Victoria, BC unless otherwise noted.

Visit the meeting calendar at https://islandstrust.bc.ca/whats-happening/meetings-and-events/ then choose the meeting date to view the agenda, watch live, view meeting recordings and attend electronically by computer or phone-in through Zoom.

## Executive Committee

1. January 10, 2024 @ 9 am
2. January 31, 2024 @ 9 am
3. February 28, 2024 (pre-Trust Council March 12-14)
4. March 27, 2024 @ 9 am
5. April 24, 2024 @ 9 am
6. May 15, 2024 @ 9 am
7. June 5, 2024 (pre-Trust Council June 18-20)
8. July 3, 2024 @ 9 am
9. July 23, 2024 @ 1 pm (ITC/EC Liaison Meeting)
10. July 24, 2024 @ 9 am
11. August 21, 2024 @ 9:00 am
12. September 11, 2024 @ 9 am (pre-Trust Council September 24 – 26)
13. October 9, 2024 @ 9:00 am
14. October 30, 2024 @ 9:00 am
15. November 20, 2024 @ 9:00 am (pre-Trust Council December 3-5)
16. December 18, 2024 @ 9 am

## Trust Council Quarterly Meetings

March 12-14, 2024 (Nanaimo?)

June 18 - 20, 2024 (?)

September 24 - 26, 2024 (?)

December 3 – 5, 2024 (Victoria?)

see meeting calendar for start times

**AVICC –** April 12-14; **LGMA –** June 11-13; **UBCM –** Sept 16-20

## Standing Committees and Islands Trust Conservancy

**ADOPTED-Financial Planning Committee @ 10 am:** January 24, February 21, May 29, August 28, October 16, November 13

**ADOPTED-Regional Planning Committee @ 10 am:** February 16, May 24, September 4, November 8

**PROPOSED-Trust Programs Committee @ 10 am:** February 12, April 15, May 27, August 26 and November 4

**ADOPTED-Governance Committee @ 9 am:** January 15, February 23, May 13, July 12, September 9, November 18

**PROPOSED-Islands Trust Conservancy @ 10 am:** January 23, March 19, May 28, July 23 (liaison meeting @ 1 pm with Executive Committee), October 1, November 19

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | Trust Council | **For the Meeting of:** | November 8, 2023 |
| **From:** | Administrative Services - Finance | **Date Prepared:** | October 18, 2023 |
| **SUBJECT:** | **Trust Council Meeting Costs** | | |

**PURPOSE:**

To provide Trust Council (TC) with an analysis of Trust Council meeting costs to support their draft 2024/25 budget recommendation to TC.

**BACKGROUND:**

At its October 2023 meeting, FPC made the following resolution:

*That FPC request staff to provide a briefing on the true costs in terms of dollars and staff capacity, on holding in person TC meetings, vs on small islands locations, vs electronic only meetings, for consideration for Trust Council in September.*

Clarification was provided at the meeting that analysis based on the most recent meetings held is sufficient, even if those meetings have not been held on the smaller of the Gulf Islands.

**Meetings costs:**

Staff have gathered actual cost data on the eight most recent Trust Council meetings, which includes five in-person meetings and three electronic meetings, as follows:

| Meeting date -> | Sep-23 | Jun-23 | Mar-23 | Dec-22 | Nov-22 | Sep-22 | Jun-22 | 22-Mar |
|---|---|---|---|---|---|---|---|---|
| **EXPENSE ITEM** | **N Pender** | **Gabriola** | **Nanaimo** | **Zoom** | **Victoria** | **Zoom** | **Zoom** | **Nanaimo** |
| Accommodation | 10,626 | 13,307 | 12,135 | - | 10,022 | - | - | 15,090 |
| Hall rental and peripherals (if separate from accom) | 2,535 | 1,545 | 4,260 | - | 660 | - | - | 5,432 |
| Catering | 16,109 | 6,724 | 12,119 | 142 | 14,415 | 236 | 134 | 5,669 |
| Trustee Expense Claims (travel/meals) | 4,101 | 3,311 | 3,917 | 715 | 2,745 | 714 | 744 | 2,296 |
| Staff Expense Claims (travel/meals) | 796 | 1,301 | 1,409 | - | 266 | - | - | 1,341 |
| Equipment/Supplies (normalised) | 88 | - | 110 | - | - | - | - | - |
| Van Rental | 822 | 626 | 388 | - | 536 | - | - | 259 |
| Honoured Guests Honourariums | 500 | - | 200 | - | 800 | - | - | - |
| **TOTAL COST** | **35,577** | **26,815** | **34,537** | **857** | **29,444** | **950** | **878** | **30,086** |

Average (rounded) meeting costs calculated from this data are as follows:

- ~ Average in-person meetings, all $ 31,300
- ~ Average in-person meetings, Gulf Islands $ 31,200
- ~ Average in-person meetings, Vancouver Island $ 31,400
- ~ Average Zoom meeting $ 900

If Trust Council plans all quarterly meetings in FY25 as in-person meetings, the budgeted cost would be approximately $126,000.

**Staff capacity:**

Currently, all logistical planning associated with TC meetings falls to the Executive Coordinator. With this staff person currently away, full understanding of the hours required for this work is not readily available, though it is known they are extensive.

In person meetings held on the Gulf Islands generate the most amount of work for staff, especially where Islands do not have a single venue to accommodate all trustees and staff together along with the meeting location. These meetings also increase travel time for all. Meetings held on Vancouver Island are a close second in terms of planning workload, with far less work required for organizing electronic meetings.

In acknowledgment of the increasing workload for the Executive Coordinator in recent years, the concept of hiring an event coordinator to plan and organize the in-person Trust Council meetings has emerged. It would likely cost $25 - $60 per hour if this approach is taken, but oversight of the Executive Coordinator would still be a requirement, only alleviating some of the current workload, not all.

**ATTACHMENT(S):** None.

**FOLLOW-UP:**

- Staff recommend that this briefing be attached to the meeting scheduling RFD heading to TC in December, to support discussion at that time.
- Staff will update future versions of the budget to reflect the actual plans for TC meetings, as determined at the December TC meeting.

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**Prepared By:** Director, Administrative Services
**Date:** November 17, 2023

# Trust Council
## Minutes of Regular Meeting

**Date:** September 26 to September 28, 2023
**Location:** Pender Islands Community Hall
4418 Bedwell Harbour Road, North Pender Island

**Executive Present:**
1. **Peter Luckham, Chair, Thetis Trustee**
2. **Tobi Elliott, Vice-Chair, Gabriola Trustee**
3. **David Maude, Vice-Chair, Mayne Trustee**
4. **Timothy Peterson, Vice-Chair, Lasqueti Trustee** (electronic attendance)

**Trustees Present:**
5. **Sue Ellen Fast, Bowen Island Municipal Trustee**
6. **Judith Gedye, Bowen Island Municipal Trustee**
7. **Sam Borthwick, Denman Trustee** (regrets Thursday, September 28)
8. **David Graham, Denman Trustee**
9. **Susan Yates, Gabriola Trustee**
10. **Lisa Gauvreau, Galiano Trustee**
11. **Ben Mabberley, Galiano Trustee** (regrets as noted)
12. **Joe Bernardo, Gambier Trustee**
13. **Kate-Louise Stamford, Gambier Trustee**
14. **Alex Allen, Hornby Trustee** (regrets Thursday, September 28)
15. **Grant Scott, Hornby Trustee** (regrets Thursday, September 28)
16. **Mikaila Lironi, Lasqueti Trustee**
17. **Jeanine Dodds, Mayne Trustee** (hybrid participation as noted)
18. **Aaron Campbell, North Pender Trustee**
19. **Deb Morrison, North Pender Trustee**
20. **Jamie Harris, Salt Spring Trustee** (electronic)
21. **Laura Patrick, Salt Spring Trustee**
22. **Mairead Boland, Saturna Trustee**
23. **Lee Middleton, Saturna Trustee** (regrets Wednesday & Thursday)
24. **Kristina Evans, South Pender Trustee**
25. **Dag Falck, South Pender Trustee**
26. **Ken Hunter, Thetis Trustee** (electronic)

**Staff Present:**
**Russ Hotsenpiller, Chief Administrative Officer (CAO)**
**David Marlor, Director, Legislative Services (DLS)**
**Clare Frater, Director, Trust Area Services (DTAS)**
**Julia Mobbs, Director, Administrative Services (DAS)**
**Stefan Cermak, Director, Planning Services (DPS)**
**Lori Foster, Executive Coordinator**

**Tuesday, September 26, 2023**

### 1. LAND ACKNOWLEDGEMENT

Chair Luckham expressed gratitude to First Nations and Indigenous Peoples whose home has been these islands since time immemorial.

## 2. CALL TO ORDER / APPROVAL OF AGENDA

At 1:00 p.m., Chair Luckham called the meeting to order. All 26 trustees were present.

The following additions to the agenda were presented for consideration:

- 11.2.7 – Bylaw No. 190, Executive Committee Sponsorship of NAPTEP Fees – Request For Decision (RFD); provided by the Executive Committee and emailed to all trustees
- 14.4 - Salt Spring Island Local Trust Committee (SS LTC) resolution without meeting (RWM No. 05-2023) requests Trust Council advocacy to the Province regarding the "Homes for People" actions that support rural island communities

Trustee Evans brought forward a request to add a discussion agenda item about local trust committee (LTC) agendas being distributed more than five days in advance of a meeting. DLS Marlor noted that Trust Council provides model meeting procedures bylaws for LTCs and that LTCs adopt their own meeting procedures bylaws, including agenda distribution guidelines.

**By general consent** Trust Council adopted the agenda as amended.

## 3. GENERAL BUSINESS ARISING

### 3.1 Consent Agenda Items

**By general consent** Trust Council adopted the recommendations as presented in items 3.1.1, 3.1.2, and 3.1.3.

3.1.1 June 2023, Trust Council draft meeting minutes
That Trust Council adopt the minutes as presented.

3.1.2 Trust Council Follow-Up Action (FUAL) List
Received for information.

3.1.3 Resolution without Meeting (RWM) Report
Received for information.

## 4. CLOSED WORKING SESSION

**TC-2023-055**
**It was MOVED by Trustee Maude and SECONDED by Trustee Elliott,**
that the meeting of September 26, 2023, be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90, (1)(i)the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and that the recorder and staff attend the meeting.

**CARRIED**

At 1:22 p.m. the meeting was closed to the public and at 3:07 p.m. the meeting was reopened to the public.

Chair Luckham reported that Trust Council discussed in-camera legal opinions on Section 3 of the *Islands Trust Act*, Trust Council had come to conclusions on how it would be interpreted, and a news release was planned.

## 5. EXECUTIVE

### 5.1 Consent Agenda Items

CAO Hotsenpiller updated Trust Council on Wednesday's Visioning Session which would welcome Chief Eric Pelkey from the W̱SÁNEĆ Leadership Council.

CAO Hotsenpiller provided a verbal update on Executive Committee / minister meetings at last week's Union of British Columbia Municipalities (UBCM) Convention and commented on the benefits of Islands Trust traditionally hosting a UBCM breakfast where ministers, MLAs, electoral area directors and ministry senior staff come together in a collegial sharing of current work, issues, projects and focus.

CAO Hotsenpiller highlighted a meeting with Minister Fleming regarding moving forward with transportation initiatives.

Chair Luckham acknowledged past trustee Rob Botterell joining Trust Council in person at the Pender Islands Community Hall. Botterell was a former Bowen Island Trustee, serving between 1984-1986 and now a resident of Pender Island.

**By general consent** Trust Council adopted the recommendations as presented in items 5.1.1 and 5.1.2.

5.1.1 Chief Administrative Officer's Report
Received for information.

5.1.2 Executive Committee Work Program Report
That Trust Council approve the work program report as presented.

### 5.2 Discussion/Decision Items

5.2.1 Bylaw Compliance and Enforcement - Office of the Ombudsperson Report - RFD
DPS Cermak introduced the RFD. Trust Council discussed creating a subcommittee, or including this work to an already assembled committee, to work with staff in an advisory role on this project.

**It was Moved by Municipal Trustee Fast and SECONDED by Trustee Yates,**
that Trust Council direct that the recommendations from the Office of Ombudsperson Report titled: "Voluntary Consultation on Bylaw Enforcement Policies and Practices within the Islands Trust", dated August 2023, be implemented, and that staff develop and initiate an associated work plan and project charter.

Discussion ensued.

**TC-2023-056**
**It was MOVED by Trustee Evans and SECONDED by Trustee Boland,**

that Trust Council amend the motion by striking the words "and initiate" and adding the following words at the end of the last sentence "and refer to the Regional Planning Committee".

**CARRIED**

Discussion ensued on the motion as amended.

**TC-2023-057**
**It was MOVED by Municipal Trustee Fast and SECONDED by Trustee Yates,**
that Trust Council direct that the recommendations from the Office of Ombudsperson Report titled: "Voluntary Consultation on Bylaw Enforcement Policies and Practices within the Islands Trust", dated August 2023, be implemented, and that staff develop an associated work plan and project charter and refer to the Regional Planning Committee.

**CARRIED**

**TC-2023-058**
**It was MOVED by Trustee Morrison and SECONDED by Trustee Falck,**
that the work plan and project charter for implementing the recommendations from the Office of Ombudsperson Report titled: "Voluntary Consultation on Bylaw Enforcement Policies and Practices within the Islands Trust", dated August 2023 be brought back to Trust Council with recommendations from the RPC for review within the next six months.

**CARRIED**

5.2.2 Review of Trust Council Policies – RFD

DLS Marlor spoke to the RFD.

**It was MOVED by Trustee Gedye and SECONDED by Trustee Yates,**
A. That Trust Council rescind:

1. Policy 2.1.5 Islands Trust Legislative Structure;
2. Policy 2.1.8 Development Approvals Information Bylaws;
3. Policy 2.2.4 Meeting Procedures Bylaw 101;
4. Policy 4.1.6 Local Trust Committee Guidelines for Authorizing Decisions;
5. Policy 4.1.10 Use of Islands Trust Flag;
6. Policy 4.1.12 Associated Islands Project Prioritization Criteria;
7. Policy 4.3.1 Local/Island Advisory Transportation Committees Policy;
8. Policy 6.11.1 Trustee Staff Responsibility Guide;
9. Policy 7.1.3 Use of Local Trustee Letterhead; and
10. Policy 8.1.1 Staff Organization Chart.

B. That Trust Council request staff to review, update and report back to Trust Council with recommendations for amendments to Trust Council policies, and where possible, combine similar policy documents to reduce redundancies.

**TC-2023-059**

**It was MOVED by Trustee Morrison and SECONDED by Trustee Yates,**
that Trust Council amend the motion to exclude 7.1.3 Use of Local Trustee Letterhead.

**CARRIED**

**TC-2023-060**
**It was MOVED by Trustee Boland and SECONDED by Trustee Middleton,**
that Trust Council further amend the motion to exclude Policy 4.3.1 Local/Island Advisory Transportation Committees Policy from the motion.

**DEFEATED**

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

**TC-2023-061**
**It was MOVED by Trustee Gedye and SECONDED by Trustee Yates,**
A. that Trust Council rescind:

1. Policy 2.1.5 Islands Trust Legislative Structure;
2. Policy 2.1.8 Development Approvals Information Bylaws;
3. Policy 2.2.4 Meeting Procedures Bylaw 101;
4. Policy 4.1.6 Local Trust Committee Guidelines for Authorizing Decisions;
5. Policy 4.1.10 Use of Islands Trust Flag;
6. Policy 4.1.12 Associated Islands Project Prioritization Criteria;
7. Policy 4.3.1 Local/Island Advisory Transportation Committees Policy;
8. Policy 6.11.1 Trustee Staff Responsibility Guide; and
9. Policy 8.1.1 Staff Organization Chart.

B. that Trust Council request staff to review, update and report back to Trust Council with recommendations for amendments to Trust Council policies, and where possible, combine similar policy documents to reduce redundancies.

**CARRIED**

5.2.3 Request for a Provincial Review – Briefing

CAO Hotsenpiller spoke to the briefing that was postponed from the June 2022 Trust Council. Trust Council discussed the overall structure of the organization, what committee would be best to take on this project, as well as a strategic approach.

**TC-2023-062**
**It was MOVED by Trustee Patrick and SECONDED by Trustee Borthwick,**
that Trust Council request the Governance Committee to recommend and draft a request to the Province to review Islands Trust.

**CARRIED**

## 6. GOVERNANCE COMMITTEE

**6.1 Committee Update and Work Program/Matrix – Briefing**

Governance Committee Chair Gedye spoke to the briefing and introduced the committee's work program "matrix" to Trust Council. A change is to be made in the BACKGROUND section of the briefing under the Timeline and WORKPLAN sections on page 69 which should state: "December, 2022."

Received for information.

**6.2 Corporate Planning Framework for Islands Trust – RFD**

**It was MOVED by Trustee Luckham and SECONDED by Trustee Gedye,**
1. that Trust Council approve the attached Draft Corporate Planning Framework, and
2. that Trust Council request that Governance Committee continue work on Corporate Plan development.

**By general consent** the agenda item was postponed until Wednesday, September 27th.

**By general consent** the meeting recessed for the day at 5:35 p.m.

**Wednesday, September 27, 2023**

Chair Luckham reconvened the meeting with a territorial acknowledgement at 8:30 a.m. There were 25 trustees present. Trustee Middleton and Mabberley provided their regrets

Trust Council continued with the postponed agenda item 6.2 from the previous day.

**6.2 Corporate Planning Framework for the Islands Trust – RFD**

Trust Council continued their discussion.

**TC-2023-063**
**It was MOVED by Trustee Luckham and SECONDED by Trustee Gedye,**
1. that Trust Council approve the Draft Corporate Planning Framework as attached in the Corporate Planning Framework for the Islands Trust RFD, and
2. that Trust Council request that Governance Committee continue work on Corporate Plan development.

Trust Council discussion included an acknowledgment of the large volume of work this entails, acknowledged staff's work on the framework, and discussed the viability of staff time and resources.

**CARRIED**

**7. DEVELOPMENT OF A VISION**

**7.1 Development of a Vision for Islands Trust - Briefing and Session Outline**

CAO Hotsenpiller acknowledged the visioning work done in 2016. Trustees moved into breakout groups of 6 to 7 throughout the building and followed Step 2 of the session outline as suggested on page 89 of the agenda.

Trustees reconvened in the main hall at 9:30 a.m.

Chair Luckham introduced guest speaker Chief Eric Pelkey from the Tsawout First Nation. Chief Pelkey told Trust Council the story of The Great Flood, and spoke to trustees and staff about how Nations have respect for each other and their different territories while still remaining one people that are interrelated. Chief Pelkey shared his vision and focus for the future: preservation of nature.

The meeting recessed at 10:00 a.m. and reconvened at 10:15 a.m.

Trustees returned to breakout groups to continue their visioning session with the intention of bringing forward unified statements to the whole group as stated in Step 3 of the session outline on page 89.

Trustees reconvened in the main hall at 11:15 a.m. Trust Council reviewed the visions brought by each group and a discussion ensued.

**TC-2023-064**
**It was MOVED by Trustee Bernardo and SECONDED by Trustee Borthwick,** that Islands Trust adopt as its vision statement the following text: A vibrant tapestry of caring, diverse, and rural island communities within the Salish Sea that flourish in harmony with nature.

**CARRIED**

## 8. ENGAGEMENT / COLLABORATION

### 8.1 Lunch Hour - Field Trip

8.1.1 Guided Visit to KELA_EKE Kingfisher Forest

8.1.2 Tour of Magic Lake Estates

The meeting recessed at 12:00 p.m. and reconvened at 1:30 p.m.

Chair Luckham welcomed members of the public, and Trustees introduced themselves. Chair Luckham introduced staff and acknowledged Dr. Risa Smith, appointed trustee to and Chair of Islands Trust Conservancy Board, and also Bruce McConchie, past trustee from South Pender, in attendance.

Trustee Mabberley joined the meeting.

### 8.2 Delegations:

8.2.1 Dave Manning re: Bald Eagles and Trees

Dave Manning, a 19 year resident of North Pender Island, is the coordinator of the project Eagle Watch which has been in effect 18 years. The Eagle Watch project searches for, locates, and monitors eagle nests across the Salish Sea and shares the data with the Hancock Wildlife Foundation, local conservancy groups on the islands, and local trustees.

Primary nests are located in Douglas fir trees roughly 200 to 400 years old, which he notes are disappearing. Environment and habitat play an important role in success of these nests for the adult eagles to be able to monitor their eaglets and for eaglets to be able to fly to surrounding buffer zone trees. In 18

years, 33 nests have come down due to wind, people taking down trees for views, safety, and other reasons. He stated that "to keep the bald eagles around we need to protect these trees and the surrounding habitat."

8.2.2 Jennifer Margison re: Proactively address recommendations in Governance Committee Report

Jennifer Margison, Galiano Island resident, addressed Trust Council as a representative of Friends of the Gulf Islands Society whose mission is working to protect the natural environment, surrounding waters, and rural character of the Gulf Islands. The Friends of the Gulf Islands Society suggests Trust Council prioritize six recommendations from the Governance Review Report. Jennifer Margison reviewed the recommendations with Trust Council.

Trustee Gedye, Chair of the Governance Committee reported work to date and noted the following:

- The committee is working well together with their experience set, interest and energy.
- There's a possibility the committee will be looking for outside consultation in the future.

8.2.3 Peter Pare re: Gulf Islands Sue Big Oil group

Peter Pare, Pender Island resident, shared a presentation titled, Recovering the Costs of Climate Change. Mr. Pare represents a Trust-wide group, The Gulf Islands' Sue Big Oil Group, who are urging local governments across BC to contribute to the campaign to sue Big Oil companies for a portion of costs associated with the adverse side effects of climate change. Potential funds from this could help the Trust with costs associated with climate change including adverse health effects. The Gulf Islands' Sue Big Oil Group asked Trust Council to join the class action lawsuit.

8.2.4 Andy Nowak/Pender Forest Stewards re: Freshwater Security for the Islands Trust Area

Andy Nowak, North Pender Island resident and spokesperson for Pender Forest Stewards, urged Trust Council to implement the key recommendations of the Freshwater Sustainability Strategy and also asked that Trust Council assure action will be taken on their request to protect watersheds in the Islands Trust Area as water security is of immense importance.

**8.3 Public Comments**

Eight members of the public were present; four electronically and four in-person.

A Pender Island resident spoke to Trust Council having a lighter fossil fuel footprint and suggested that the electric bus option on Pender would be an idea to lower emissions for meetings held on the island. Admires Trustee and staff efforts.

Michael Sketch, North Pender Island resident, addressed Trust Council and spoke to the history of the Islands Trust Act and its vision.

Julia Nichols, W̱SÁNEĆ territory, spoke to Trust Council about the risk of fire on private land and asked Trust Council to expand Development Permit Areas. Fire studies have been done for public land, but not private land, on the Penders. Referencing the Salt Spring Island plan which highlights the importance of a healthy forest in protecting against fire.

Bruce McConchie, former South Pender Island trustee, spoke to Trust Council about his work with seven other coastal community groups in raising awareness regarding the environmental attack that is happening in the waters of the Trust Area undermining TC's efforts to preserve and protect: ship anchorages. Anchorages have been increasing in the Trust Area with twenty one ships currently anchored in these waters spewing out CO2 today. Mr. McConchie asked Trust Council to raise their voices and oppose Bill C-33.

Maxine Leichter (electronic), representing Friends of the Gulf Islands (FGI), urged Trust Council to request that the Province consult with First Nations and amend the *Islands Trust Act* to provide for the appointment of First Nations representatives to Trust Council and/or Trust Executor.

Kees Langereis (electronic), Gabriola Island resident and former trustee, asked Trust Council if Islands Trust sees itself as a trust, or a local government and asked how that impacts decision making for trustees.

Ian Peace (electronic), Salt Spring Island resident, encouraged Trust Council to continue its efforts to map eel grass in the Trust Area so they can be used for proper planning.

Deborah Ferens (electronic), Gabriola Island resident and representative for the Gulf Islands Alliance, stated support for the recommendation of the governance review and support in Section 3 of the *Islands Trust Act*.

Chair Luckham recognized people in political life that have passed on recently: Senator Pat Carney from Saturna Island; Rich Tamboline, former trustee; and Gary Paget, provincial government planner, whose work was instrumental in the beginnings of Islands Trust and who was inducted into the Hall of Excellence in 2014.

## 9. PLANNING SERVICES

### 9.1 Consent Agenda Items

**By general consent** Trust Council adopted the recommendations as presented in items 9.1.1 to 9.1.3.

9.1.1 Director of Planning Services Report
Received for information.

9.1.2 Regional Planning Committee Work Program Report
That Trust Council approve the work program report as presented.

9.1.3 Bylaw Enforcement Statistical Reports – Briefing
DPS Cermak spoke to the briefing and answered questions. Discussion on the statistical report ensued.
Received for information.

### 9.2 Discussion / Decision Items

None

The meeting recessed at 3:00 p.m. and reconvened at 3:15 p.m.

**10. ADMINISTRATIVE SERVICES / FINANCE**

**10.1 Consent Agenda Items**

**By general consent** Trust Council adopted the recommendations as presented in items 10.1.1 to 10.1.3.

10.1.1 Director of Administrative Services Report
Received for information.

10.1.2 Financial Planning Committee Work Program Report
That Trust Council approve the work program report as presented.

10.1.3 June 30, 2023 Financial Report - RFD
That Trust Council approve the June 30, 2023 financial report.

**10.2 Discussion / Decision Items**

10.2.1 March 31, 2023 Islands Trust Audited Financial Statements and Audit Report - RFD

**TC-2023-065**
**It was MOVED by Trustee Elliott and SECONDED by Trustee Gauvreau**, that Trust Council approve the Islands Trust audited financial statements for the year ended March 31, 2023.

**CARRIED**

10.2.2 March 31, 2023 Allocated Financial Statements - BRF
DAS Mobbs summarized the briefing that was received for information.

10.2.3 2022-23 Statement of Financial Information (SOFI) – RFD
DAS Mobbs summarized the request for decision.

**TC-2023-066**
**It was MOVED by Trustee Bernardo and SECONDED by Trustee Borthwick,**
that Trust Council approve the 2022/23 Statement of Financial Information.

**CARRIED**

10.2.4 Draft 2024/25 Budget Assumptions, Principles and Guidelines - RFD
DAS Mobbs presented the request for decision, and walked through items in the table on page 187.

**TC-2023-067**
**It was MOVED by Trustee Grant and SECONDED by Trustee Elliott,**
that Trust Council approve the 2024/25 Budget Assumptions, Principles, and Guidelines.

**CARRIED**

**11. TRUST AREA SERVICES**

**11.1 Consent Agenda Items**

**By general consent** Trust Council adopt the recommendations as presented in items 11.1.2 and 11.1.4.

11.1.1 Director of Trust Area Services Report

DTAS Frater spoke to the report stating that no formal replies to the First Nations letters have been received. The Report was received for information.

11.1.2 Trust Area Services Work Program Report
That Trust Council approve the work program report as presented.

11.1.3 Islands Trust Conservancy Report
Received for information.

11.1.4 March 31, 2023 Audited Financial Statements of the Islands Trust Conservancy - Briefing
Received for information.

11.1.5 Legislative Monitoring Report, August 2023 - Briefing
Received for information.

**TC-2023-068**
**It was MOVED by Trustee Yates and SECONDED by Municipal Trustee Fast,**
that staff provide Trust Council with the legislative monitoring report quarterly.

**CARRIED**

**11.2 Discussion / Decision Items**

11.2.1 Introducing Islands Trust Conservancy (ITC) Chair – Dr. Risa Smith
Newly appointed ITC Chair Smith gave a comprehensive report to Trust Council on the work of the conservancy. Chair Smith planned to meet with other trustees during the meeting. Praise was given to the ITC staff for their hard work and support.

11.2.2 Larmour NAPTEP Application (Salt Spring) – RFD
DTAS Frater introduced the request for decision.

**TC-2023-069**
**It was MOVED by Trustee Patrick and SECONDED by Municipal Trustee Fast,**
that Trust Council request the Secretary to issue a NAPTEP Certificate for the covenanted portion of the property described as PID 000-138-452, Lot 1, Section 87, South Salt Spring Island, Cowichan District, Plan VIP 27894, subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.

**CARRIED**

11.2.3 Koontz NAPTEP Certificate Gabriola Island – RFD

**TC-2023-070**
**It was MOVED by Trustee Yates and SECONDED by Trustee Gauvreau,**
that Trust Council request the Secretary to issue a NAPTEP Certificate for the covenanted portion of the property described as PID 05-788-447, That Part of Lot 3, Section 5, Gabriola Island, Nanaimo District, Plan 6986, Lying to the North West of a Road Dedication by Plan 17829, Except those parts in Plans 21783 and 26145, subject to registration of a

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

**CARRIED**

11.2.4 Snaw-naw-as First Nation Islands Trust Working Group - RFD

At the time of the meeting, the Minister of Municipal Affairs had not approved the protocol agreement. The request for decision was included in the agenda with the hopes that approval would have been received in time for Trust Council. DTAS Frater suggested Trust Council consider the recommendation at this time and then receive a Resolution Without Meeting once approved by the Minister.

Discussion ensued on the following:

- affordability and resources
- Provincial Reconciliation Grant
- member logistics in the working group
- next step in reconciliation, working directly with First Nations

11.2.5 Draft Revised Policy Statement Amendment Project Charter V6 - RFD

DTAS Frater presented the request for decision.

**It was MOVED by Trustee Scott and SECONDED by Trustee Yates,**
that Trust Council approve Policy Statement Amendment Project Charter v7.

The question on the motion was deferred to Thursday's agenda following the closed meeting.

11.2.6 Islands Trust 50th Anniversary Activities – Briefing

This item was deferred to Thursday, noting that the attachment was not included in the original agenda package. The briefing was emailed to all trustees at 9:00 p.m., Wednesday September 27.

11.2.7 Bylaw 190

DTAS Frater provided an overview of the request for decision presented as a late item.

**TC-2023-071**
**It was MOVED by Trustee Stamford and SECONDED by Trustee Yates,**
that Trust Council Bylaw No. 190, cited as "Trust Council Natural Area Exemption Certificate Fees Bylaw No. 115, 2006, Amendment Bylaw No. 1, 2022", be adopted.

**CARRIED**

**By general consent** the meeting recessed for the day at 5:30 p.m.

**Thursday, September 28, 2023**

Chair Luckham reconvened the meeting at 8:30 a.m. There were 22 trustees present. The following trustees were absent or sent regrets: Scott, Allen, Middleton, and Borthwick.

## 12. CLOSED MEETING

**TC-2023-072**
**It was MOVED by Municipal Trustee Fast and SECONDED by Trustee Elliott,**
That Trust Council close the meeting 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, receipt of advice that is subject to solicitor-client privilege, and that staff attend the meeting.

**CARRIED**

At 8:35 a.m. the meeting was closed to the public.
At 9:25 a.m. the meeting was reopened to the public then recessed for five minutes.
At 9:30 a.m. the meeting reconvened.

Trust Council addressed item 11.2.5 next, which was deferred from Wednesday.

11.2.5 Draft Revised Policy Statement Amendment Project Charter V6 - RFD
Discussion ensued.

**TC-2023-073**
**It was MOVED by Trustee Scott and SECONDED by Trustee Yates,**
that Trust Council approve Policy Statement Amendment Project Charter v7.

**CARRIED**

11.2.6 Islands Trust 50th Anniversary Activities – Briefing
DTAS Frater introduced the briefing, noting that June 5th, 2024 marks the 50th anniversary of Islands Trust. Discussion ensued on the following:

- legacy project in collaboration with First Nations
- possibility of Provincial agencies and ministries to support celebrations
- focus - future instead of the past
- year-round promotion, webinars and working with First Nations
- thoughts on an acknowledgment vs celebration
- potential invitations to the Minister, and to previous trustees

## 13. RISE AND REPORT

Chair Luckham reported from the closed meeting that the minutes from the previous in-camera meeting were adopted, and that legal advice was received.

## 7. DEVELOPMENT OF A VISION

### 7.1 Development of a Vision for Islands Trust - Briefing and Session Outline

**TC-2023-074**
**It was MOVED by Municipal Trustee Gedye and SECONDED by Trustee Elliott,**
that Trust Council reconsider Resolution TC-2023-063: "That Trust Council adopt the following vision: A vibrant tapestry of caring, diverse and rural communities within the Salish Sea that flourish in harmony with nature."

**CARRIED**

Discussion ensued on the draft vision statement.

**It was MOVED by Trustee Evans and SECONDED by Trustee Falck,**
that Trust Council add the following words at the end of the motion “and First Nations”.
Discussion ensued.

**By general consent** the amending motion was withdrawn.

**It was MOVED by Trustee Morrison and SECONDED by Trustee Stamford,**
that Trust Council amend the vision statement to insert ", respecting Indigenous rights," between "...communities" and "...within" so that the vision statement is “A vibrant tapestry of caring, diverse and rural communities, respecting Indigenous rights within the Salish Sea that flourish in harmony with nature.

Discussion ensued.

At approximately 11:00 a.m. the electronic meeting failed and resumed at 11:03 a.m.
The meeting recessed at 11:07 a.m. and resumed at 11:12 a.m.

**By general consent** the motion was withdrawn.

**TC-2023-075**
**It was MOVED by Municipal Trustee Fast and SECONDED by Trustee Evans,**
that the word “draft” be inserted before the word “vision”.

**DEFEATED**

**TC-2023-076**
**It was MOVED by Trustee Morrison and SECONDED by Trustee Mabberley,**
that the Trust Council postpone the decision on the vision statement to the December Trust Council and request staff to provide advice on the process of the vision and mission statement development in light of our responsibilities to reconciliation.

**CARRIED**

## 14. NEW BUSINESS

### 14.1 Notice of Motion for September Trust Council re: Gabriola LTC request

Trustee Yates withdrew the notice of motion.

### 14.2 Trustee Peterson re: Disposition of Delegations – Discussion

Due to lack of available time, Trustee Peterson deferred (again) this item to the next Trust Council meeting.

### 14.3 Trustee Boland re: Trust Council Meeting Schedule and Agenda – Discussion

Trustee Boland presented the discussion item.

**It was MOVED by Trustee Boland and SECONDED by Trustee Campbell,**
that Trust Council direct staff to assess the changes to the Trust Council agenda and schedule proposed in Trustee Boland's briefing note, as well as those suggested by other trustees in the related discussion; consult with those trustees who expressed interest at this meeting in changing the TC meeting protocols; and, prepare a memorandum and

request for decision for presentation at the next Trust Council meeting recommending revisions to the protocols.

The motion was withdrawn by Trustee Boland.

**TC-2023-077**
**It was MOVED by Trustee Boland and SECONDED by Trustee Yates,**
that Trust Council request staff to update the Council Committee System and Terms of Reference Policy 2.3.1, Section 6.2 as follows: "The agenda will be distributed to committee members and the CAO at least seven days before the meeting."

**CARRIED**

**14.4 Salt Spring Island Local Trust Committee requests Trust Council Advocacy**

Trustee Patrick presented the item, noting that Salt Spring Island LTC passed Resolution Without Meeting 2023-05 on September 22, 2023, requesting Trust Council advocate to the Province for Homes for People actions that support rural island communities regarding the suite incentives program.

**TC-2023-078**
**It was MOVED by Trustee Elliott and SECONDED by Trustee Patrick,**
that Trust Council request that Trustees Patrick, Gauvreau, and Elliot work on an advocacy letter to the Minister of Municipal Affairs regarding inclusion in the "Homes for People" actions on behalf of local trust committee areas struggling with housing issues in the Trust Area.

**CARRIED**

## 15. TRUSTEE SUMMARY UPDATES

**15.1 TRUSTEE ROUNDTABLE**

Trustee Morrison spoke to a DPA issue and the history of larger forest cutting on North Pender asking that Trustees understand Trust Councils decision to not allow for local responsibility around forest rights is having a direct impact on North Pender.

Trustee Peterson wrote a letter to the Premier regarding the Secondary Suite Incentive Program requesting the Province include Islands Trust in provincial programs and initiatives.

Trustee Harris raised concerns that Bylaw 530 has still not been read. He would like to hear from Executive Committee on the issue. Chair Luckham stated that the LTC has not brought the issue forward to Executive Committee at this time.

**15.2 Trustee Borthwick - Baynes Sound Lambert Channel Ecoforum Report**

No report

**15.3 Trustee Maude - BC Ferries Ferry Advisory Committee**

No report

**15.4 Freighter Anchorages / Oceans Protection Plan Update**

No report

**15.5 Shellfish Aquaculture Management Advisory Committee (SF AMAC)**
No report

**15.6 Southern Gulf Islands Forum**
No report

**15.7 Atl'ka7tsem/Howe Sound Community Forum**
No report

## 16. DISPOSITION OF DELEGATIONS

Regarding delegation presentation 8.2.3 Peter Pare re: Gulf Islands Sue Big Oil group:

**TC-2023-079**
**It was MOVED by Trustee Morrison and SECONDED by Trustee Yates,**
that Trust Council request staff to report back on options to join the class action suit to sue big oil with other municipalities at the rate of $0.50/resident of the Trust Area.

**CARRIED**

## 17. CORRESPONDENCE

None.

## 18. TRUST COUNCIL PRIORITIES CHART

Received for information.

## 19. NEXT MEETING

**19.1 Proposed Upcoming Trust Council Program**

The next Trust Council meeting is scheduled to be held in person, December 5-7, 2023, at the Coast Hotel in Victoria, 146 Kingston Street, Victoria BC.

19.1.1 Supporting materials for discussion on climate change action - Briefing
For Trust Council's consideration as an item on December's meeting agenda.

## 20. ADJOURNMENT

**By general consent** the meeting was adjourned at 12:00 p.m.

_____
**Peter Luckham, Chair**

**Certified Correct**

_____
**Lori Foster, Executive Coordinator**

Minutes are not official until adopted at a subsequent meeting.

**CHIEF ADMINISTRATIVE OFFICER**

**3rd QUARTER REPORT**

**December 2023, Victoria**

The budget process has been the primary focus of this quarter, including development of business cases and gathering of regular budgeting data. This version of the budget has a couple of proposals that are mid-stream and will require further refinement before being considered for final approval by Trust Council. One is the relocation of the Salt Spring Office. We have a limited number of potential sites, however the current business case includes only one option so is approximate in its value. Further work is also pending on resourcing for the Conservancy and its land management function.

Discussions with the Municipal Insurance Agency have developed and there is reporting on the December agenda for Trust Council review and approval. Developing a potential membership with the MIA is a distinct possibility that will hopefully provide a more robust and consistent insurance regime for the Trust.

Staffing has also been a challenge as a number of key staff have left the organization or are temporarily away. Generally, I would say the Planning team is reasonably well staffed, as is Legislative Services and Administration. The Executive Office, Trust Area Services and Information Services teams are under resourced with the result being myself and Director Frater covering off a number of positions and increased overtime for current staff. Many thanks to Robert Barlow, Jas Chonk, Emily Bryant, Daphne Shaed for the outstanding effort.

As trustees will be aware there are a number of pieces of provincial legislation associated with housing being considered by the Legislature, some of which will have impact on our authorities. In this agenda, Staff have provided an overview of the proposed legislation and any potential impacts. These notes can be used as briefing material for trustees. Also in the agenda are two substantial housing reports: the Housing Toolkit and Housing Strategy. Both of these are strategic plan items and I hope they are well received by Trust Council.

This quarter meetings were held with Bowen Island Municipal Council and Executive Committee, the Nanaimo Regional District and staff from the Ministry of Indigenous Relations. A series of meetings were held with staff from the Ministry of Housing and the Municipal Insurance Agency in support of Islands Trust objectives.

Russ Hotsenpiller
CAO

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | **Trust Council** | **For the Meeting of:** | December 5, 2023 |
| **From:** | **CAO** | **Date Prepared:** | October 19, 2023 |
| **SUBJECT:** | **Review of Trust Council FUAL** | | |

**PURPOSE:** To review the Trust Council Follow up action list (FUAL).

**BACKGROUND:** There are currently 48 items on the Trust Council FUAL dating from 2019 to September 2023. Periodically Trust Council should should review the FUAL and consider if they they wish:

1. Confirm the relevance of a work item;
2. Remove of any items that are no longer relevant;
3. Consolidation of actions that are similar;
4. Amendment if current events are different than when the original motion was passed.

The Trust Council FUAL is attached. Senior staff have made bracketed comments in red for selected initiatives for consideration of Committee and any potential action. Any recommended changes would be collated and provided to Trust Council at its subsequent meeting. Where there is no commentary from staff, it is assumed the item would remain on the FUAL for action.

At the December Trust Council meeting, staff are prepared to lead trustees through a brief review of the work list in aid of this administrative efficiency.

**ATTACHMENT(S):** **Trust Council Follow up action list**

**FOLLOW-UP:** An updated Follow Up Action List

**Prepared By:** **R Hotsenpiller**

**Date: November 16 2023.**

Islands Trust

| Trust Council FUAL | | | | | |
|---|---|---|---|---|---|
| Number | Activity | Staff Comment | Responsibility | Date | 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<br><br>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. | THIS ITEM IS PLANNED TO BE INTEGRATED WITH THE REQUEST TO THE PROVINCE FOR A GOVERANCE AND OPERATIONS REVIEW OF THE ISLANDS TRUST | Russ Hotsenpiller | 17-Sep-19 | 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. | UNCLEAR AS TO DIRECT<br>OUTCOMES DESIRED FOR THIS REQUEST AND ANY REQUIRED STRATEGIC DIRECTION<br>RECONSIDERATION OR REMOVAL RECOMMENDED | Clare Frater / David Marlor | 12-Mar-20 | 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. | LEGACY ITEM THAT CAN<br>BE REVISITED IF NEEDED, NO ONGOING WORK AT PRESENT, COULD BE<br>REMOVED AS ACTIVE ITEM ON FUAL | Clare Frater | 17-Jun-20 | In progress |
| 4 | Cooperate and work with Dr. Tara Martin's delegation re data sharing of Coastal Douglas-fir. | STAFF HAVE REACHED OUT TO TARA MARTIN FOR AN UPDATE. | Clare Frater | 17-Jun-20 | In progress |
| 5 | 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. | Update Oct 2023: FINANCIAL POLICY WORK IS SET TO BEGIN IN 2024 | David Marlor / Julia Mobbs | 15-Sep-20 | In progress |
| 6 | 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. (In December 2022, by resolution, Trust Council extended the timeline for issuing the certificate until December 2024). | CERTIFICATE WILL BE ISSUED ONCE THE CONVENANT IS REGISTERED | Clare Frater / Kate Emmings / Kathryn Martell | 3-Dec-20 | In progress |
| 7 | 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. | THIS ITEM IS VERY GENERAL, THE FOCUS MAY BE DEVELOPMENT OF AN ENGAGEMENT STRATEGY TO INCREASE COMMUNITITY AND FIRST NATION ENGAGEMENT, A LARGE PROJECT | Clare Frater / David Marlor | 10-Mar-21 | In progress |
| 8 | That Trust Council prioritize public engagement tools and approaches as a priority topic for future learning opportunities. | RECOMENDED TO BE ADDED TO CONTINUOUS LEARNING AND REMOVED FROM FUAL | Russ Hotsenpiller | 21-Sep-21 | In progress |
| 9 | 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. | WITHOUT BACKFILL OF THE SENIOR POLICY ADVISOR ROLE STAFF WILL NOT HAVE THE RESOURCES TO COMPLETE THIS REQUEST UNTIL THE POLICY STATEMENT AMENDMENT PROJECT HAS REACHED THE REFERRAL STAGE | Clare Frater | 22-Sep-21 | In progress |
| 10 | 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. | CERTIFICATE WILL BE ISSUED ONCE THE CONVENANT IS REGISTERED | Clare Frater / Kate Emmings / Kathryn Martell | 2-Dec-21 | Completed |
| 11 | Policy Statement Amendment Project - Amend draft Bylaw No. 183 as directed by adopted resolutions. | | Clare Frater | 21-Sep-22 | In progress |
| 12 | 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. | CONTINUING | Clare Frater | 21-Sep-22 | In progress |
| 13 | 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. | SIMILIAR TO ITEM # 8 AND SHOULD BE CONSOLIDATED | Clare Frater / Russ Hotsenpiller | 21-Sep-22 | In progress |
| 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. | FROM LAST TERM, WAS INTENDED TO ACTION ADDITIONAL FIRST NATIONS FUNDING WHICH WAS SUBSEQNETLY RECEIVED FROM PROVINCE, RECOMMEND REMOVAL OR RECONSIDERATION | Clare Frater / Russ Hotsenpiller | 22-Sep-22 | In progress |
| 15 | Executive Committee to develop a communications strategy and materials to support awareness of the housing affordability advocacy request and rationale. | REFERRED TO RPC - MAY WISH TO RECOMMENT UPDATES TO TRUST COUNCIL TO REFLECT CURRENT ACTIONS AND LEGISALTIVE CHANGES - THE NOVEMBER 15, 2022 CHAIR LETTER REQUESTED THAT THE PROVINCE CREATE HOUSING SOLUTIONS SPECIFIC TO RURAL ISLANDS IN THE TRUST AREA, INCLUDING WAYS TO PROVIDE STABLE, SECURE AND ONGOING FUNDING. | Clare Frater / Stefan Cermak | 22-Sep-22 | In progress |

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| 16 | Trust Council host a panel session about housing challenges and solutions in the Islands Trust Area as part of trustee education. | REFERRED TO RPC FOR RECOMMENDATIONS | Stefan Cermak | 22-Sep-22 | In progress |
| 17 | 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. | REFERRED TO RPC FOR RECOMMENDATIONS | Stefan Cermak | 22-Sep-22 | In progress |
| 18 | Trust Council ask the Governance Committee to review the current method of appointment and the make-up of membership for Trust Council standing committees. | added to GC FUAL | Russ Hotsenpiller | 7-Mar-23 | In progress |
| 19 | That Trust Council direct Executive Committee to work with staff on a coordinated strategy and prepare a request that the Province revisit the provincial grant funding formula to the Islands Trust. | THERE ARE THREE DIRECTIONS FROM TRUST COUNCIL ON THIS TOPIC, No 1, 19 and 20, SHOULD BE CONSOLIDATED, MOVED TO A WORKPLAN | Russ Hotsenpiller | 7-Mar-23 | In progress |
| 20 | Trust Council respond to Minister Kang to the effect that Trust Council will revisit the request for a review of Islands Trust mandate, governance and structure, at September Trust Council and provide the minister with an update. | | Russ Hotsenpiller | 7-Mar-23 | Completed |
| 21 | Trust Council direct staff to specify that the LTC Meeting Administrator position be named as temporary for one year. | | Julia Mobbs | 7-Mar-23 | Completed |
| 22 | Director of Planning Services request the Office of the Ombudsperson to undertake a comprehensive review of the enforcement related policies and practices of the Islands Trust, and recommend such improvements and changes to them as may be required to bring the policies and practices into conformity with best practices for local government bylaw enforcement. | | Stefan Cermak | 8-Mar-23 | Completed |
| 23 | Staff to research the possibility of self-insurance. | CONNECTED WITH ACTUARY ABOUT TAKING ON THIS PROJECT. STAFF RESEARCHING JOINING MIABC | Julia Mobbs / Russ Hotsenpiller | 27-Jun-23 | In progress |
| 24 | Amend the Strategic Plan to extend the Strategic Plan through 2024/25 as an interim strategic plan with the following changes:<br><br>1. Corporate Planning is adopted as a priority for Trust Council<br><br>2. Prioritizing elements of the strategic projects that support land use decision making<br><br>3. Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment | | Russ Hotsenpiller | 28-Jun-23 | Completed |
| 25 | Staff to: a) evaluate the implications of a longer referral response window, and; b) consider how Trust Council and local trust committees (LTC's) might consult with First Nations to better understand what changes to the current referral process should be made to both improve communication and to further reconciliation, and report back to Trust Council. | | Clare Frater / Stefan Cermak | 29-Jun-23 | In progress |
| 26 | Staff to discuss, with interested trustees, requirements and options and report back on possibilities and effort required to improve Trustee access to key documents. | | David Marlor | 29-Jun-23 | In progress |
| 27 | Staff consider options and report back on possibilities and effort required to provide Trustee view access to integrated calendar of Trust Meetings. | | David Marlor | 29-Jun-23 | In progress |
| 28 | 3.1.1 June TC Minutes - adopted as presented. Have minutes signed, filed and posted. | | Lori Foster | 26-Sep-23 | In progress |
| 29 | 5.2.1 Bylaw Enforcement - ombudspersons recommendations dated August 2023, be implemented.<br><br>Develop an associated work plan and project charter. Report on progress to council in March 2024. | | Stefan Cermak | 26-Sep-23 | In progress |
| 30 | 5.2.1 Bylaw enforcement - Ombusperson's recommendations dated August 2023. Refer to the Regional Planning Committee, and report back to Trust Council with RPC recommendations within six months (by March 2024). | | Stefan Cermak | 26-Sep-23 | In progress |
| 31 | 5.2.2 Trust Council policies - Policies 2.1.5, 2.1.8, 2.2.4, 4.1.6, 4.1.10, 4.1.12, 4.3.1, 6.11.1, 8.1.1 were rescinded - remove from website, move to 'rescinded' folder in EDM. | | Robert Barlow | 26-Sep-23 | Completed |
| 32 | 5.2.2 Review of Trust Council Policies - Undertake review and and recommend updates and consolidation of policies. Bring one or more policies back to each Trust Council. Work with relevant director. | | David Marlor | 26-Sep-23 | In progress |
| 33 | 5.2.3 Request for Provincial Review. Forward the following to the Governance Committee 'That Trust Council request the Governance Committee to recommend and draft a request of the Province to review the Islands Trust' | | Lori Foster | 26-Sep-23 | In progress |

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| 34 | 6.2 Governance Committee Work Program. That Trust Council approved the attached Draft Corporate Planning Framework, and requested that Governance Committee continue work on Corporate Plan development.<br><br>Advise the Governance Committee of Trust Council decision. | | Russ Hotsenpiller | 26-Sep-23 | In progress |
| 35 | 10.2.1 Audited Financial Statements: That Trust Council approve the Islands Trust audited financial statements for the year ended March 31, 2023.<br><br>Forward to the Minister and post to the Islands Trust Website. | | Julia Mobbs | 26-Sep-23 | Completed |
| 36 | 10.2.3 Statement of Financial Information (SOFI). That Trust Council approve the 2022/23 Statement of Financial Information.<br><br>Forward SOFI report to the Ministry and post to the website. Deadline for sending to ministry is September 30, 2023. | | Julia Mobbs | 26-Sep-23 | Completed |
| 37 | 11.1.5 Trust Council requests that the legislative monitoring report be provided quarterly.<br><br>Advise relevant staff and provide report to Trust Council quarterly. | THIS REPORT IS TYPICALLY PRODUCED BY SENIOR POLICY ADVISOR WHO IS NOW FULL-TIME ON POLICY STATEMENT PROJECT SO IS BEING PRODUCED BY GRANTS MANAGER AS TIME PERMITS | Clare Frater | 26-Sep-23 | In progress |
| 38 | 11.2.2 Lamour NAPTEP. That the Islands Trust Council requests the Secretary to issue a NAPTEP Certificate for the covenanted portion of the property described as PID 000-138-452, Lot 1, Section 87, South Salt Spring Island, Cowichan District, Plan VIP 27894, subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.<br><br>Issue Lamour NAPTEP Certificate. | CERTIFICATE WILL BE ISSUED ONCE THE CONVENANT IS REGISTERED | David Marlor / Kate Emmings | 26-Sep-23 | In progress |
| 39 | 11.2.3 Koontz NAPTEP That the Islands Trust Council requests the Secretary to issue a NAPTEP Certificate for the covenanted portion of the property described as PID 05-788-447, That Part of Lot 3, Section 5, Gabriola Island, Nanaimo District, Plan 6986, Lying to the North West of a Road Dedication by Plan 17829, Except those parts in Plans 21783 and 26145, subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.<br><br>Issue Koontz NAPTEP certificate. | CERTIFICATE WILL BE ISSUED ONCE THE CONVENANT IS REGISTERED | David Marlor / Kate Emmings | 26-Sep-23 | In progress |
| 40 | 11.2.4 That Trust Council Bylaw No. 190, cited as 'Islands Trust Council Natural Area Exemption Certificate Fees Bylaw No. 115, 2006, Amendment Bylaw No. 1, 2022', be adopted.<br><br>sign, place copy in fire proof cabinet, | | Robert Barlow | 26-Sep-23 | In progress |
| 41 | 11.2.4 That Trust Council Bylaw No. 190, cited as 'Islands Trust Council Natural Area Exemption Certificate Fees Bylaw No. 115, 2006, Amendment Bylaw No. 1, 2022', be adopted.<br><br>Consolidate bylaw 190 into bylaw 115, and post to the web. | | Robert Barlow | 26-Sep-23 | Completed |
| 42 | Once the Minister has approved the Snaw-naw-as -Islands Trust Council Protocol agreement issue an RWM requesting that Islands Trust Council appoint the following trustees to a Snaw-naw-as First Nation/Islands Trust Joint Working Group as established under the Snaw-naw-as First Nation/Islands Trust Protocol Agreement: Peter Luckham, Tobi Elliott, Mikaila Lironi, and Tim Peterson.<br><br>Then, if it passes, organize working group meetings for remainder of 2023. Add this working group to meetings to be scheduled as part of the larger Trust Council meeting scheduling for 2024 calendar year. | | Clare Frater / Lori Foster | 26-Sep-23 | In progress |
| 43 | 11.2.5 Islands 2050 That Trust Council approve Policy Statement Amendment Project Charter v7. | | Clare Frater / Mary Storzer | 26-Sep-23 | In progress |
| 44 | Vision Statement: That Trust Council postpone the vision statement to December and request staff advice on process of vision and mission statement in light of responsibilities of reconciliation.<br><br>Develop staff advice regarding responsibilities of reconciliation and the vision statement. Add to December agenda. | | Russ Hotsenpiller | 26-Sep-23 | In progress |
| 45 | 14.1 Notice of motion - Gabriola request regarding gravel mines - deferred to December.<br><br>Add to December TC agenda. | | Lori Foster | 26-Sep-23 | In progress |

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| 46 | 14.2 Disposition of delegations - Peterson request - deferred to December TC.<br><br>Add to the December TC agenda. | | Lori Foster | 26-Sep-23 | In progress |
| 47 | Trust Council request staff to update the Council Committee System and Terms of Reference Policy 2.3.1, Section 6.2 as follows:<br><br>The agenda will be distributed to committee members and the CAO at least 7 days before the meeting.<br><br>Amend Policy 2.3.1 as requested, updated amendment date on policy to September 28, 2023, update EDM and post revised policy to the website. Advise relevant staff of the policy change. Change applies to FPC, TPC, RPC, GC and Accessibility Committee. | | Robert Barlow | 26-Sep-23 | Completed |
| 48 | Trust Council request Staff to report back on options to join the class action suit to sue big oil with other municipalities at the rate of $0.50/resident of the Trust Area<br><br>Review ability of TC to fund such a lawsuit - legal advise as necessary. Report back to December Trust Council. | | Russ Hotsenpiller | 26-Sep-23 | In progress |

# REQUEST FOR DECISION

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| **To:** | Trust Council | **For the Meeting of:** | December 5, 2023 |
| **From:** | **David Marlor, Director, Legislative services** | **Date Prepared:** | November 16, 2023 |

**SUBJECT:** **Meeting and Development Application Procedures and Public Notice Requirements.**

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**RECOMMENDATION:**

**That Trust Council request Staff to prepare a draft amendment to the Trust Council Meeting Procedures Bylaw under Section 11 of the *Islands Trust Act* so that it also applies to all 13 local trust committees, and add amendments to require release of local trust committees' agenda outlines a minimum of two days before release date of full agenda.**

**THAT Trust Council request staff to prepare a draft Local Trust Committee Development Procedures Bylaw under Section 11 of the *Islands Trust Act* that will establish standard procedures applicable to all local trust committees.**

**THAT Trust Council request Staff to prepare a Public Notice Policy with a model Local Trust Committee Public Notice Bylaw, and a draft Trust Council Public Notice Bylaw.**

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:**
These recommendations collectively address a few concerns raised on procedures and public notice. The use of s.11 of the *Islands Trust Act* to establish standard procedures for meetings and processing of development applications will result in less administration.

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1 **PURPOSE:** To provide further opportunities for the public to provide written comment on agenda items prior to regular business meetings, and to meet legislated requirements for public notice of meetings.

**2 BACKGROUND:**

At its regular business meeting on March 22, 2023 the Executive Committee passed the following resolution:

*That Executive Committee request staff to develop model bylaws with regards to public notice guidance, as a priority.*

**Existing Bylaws**
Each local trust committee, and Trust Council, has a meeting procedures bylaw that establishes the procedures for all regular and special meetings. These are based on a model meeting procedure bylaw that was adopted by Trust Council as policy (Policy 4.1.3 adopted September 1992, and last updated December 5, 2003). The meeting procedure bylaws establish that a

meeting schedule will be developed for the calendar year following the general election, and then in December for each subsequent year. Notice is published in a newspaper circulating in the local trust area once showing all of the meetings for the year.

Special meetings are handled differently, and simply require 48 hours notice to the members of the committee, and public notice of the meeting can be waived by the local trust committee.

Salt Spring meeting procedures bylaws differs from the model by including the process for receipt of delegations. The bylaw requires delegations to be received 14 days in advance of the meeting date.

Agenda deadlines are currently established by Trust Council Policy. For local trust committees, Policy 5.9.1 Best Practices for Delivery of Planning Services to Local Trust Committees establishes that agendas will be made public one week prior to the meeting date. Trust Council Policy 2.3.1 Council Committee Systems establishes that agendas will be made available seven days prior to the meeting date of council committees.

After the above cut-offs, any items for the agenda are considered late items, and would then go to the next agenda, or if they must go on the current agenda, an addendum agenda is created or items are walked into the meeting as late items.

The concern raised is that once the agenda is published, the public may want to write or comment on items on the agenda. While the public do have the option of speaking in the public comment session during the meeting (either in person or by zoom), if they chose to write to the local trust committee, they have missed the agenda deadline. Most land use items, such as rezonings, development variance permits and temporary use permits have a separate legislated public engagement process, but there may be items on the agenda that do not have a legislated process for comment that the public wish to comment on. Under Trust Council's In-coming Local Trust Committee Correspondence Policy, all correspondence is forwarded to the local trust committee by email regardless of when it is received. Local planning services has a practice of posting correspondence related to a project to the relevant project page on the Islands Trust website.

**Other Public Notices**

Statutory notice requirements exist for land use applications and bylaw processes. For example, a public hearing must be advertised in two editions of a newspaper within a certain timeframe; temporary use permits and development variance permits have legislated notice requirements. The default requirements are established in Section 94.1 of the *Community Charter*. Under the *Interpretation Act*, newspapers are defined as publishing a minimum of once per week. As a result, the advertising requirement for some islands means we have to publish in major newspapers that are circulating in the relevant local trust area.

Section 94.2 of the *Community Charter* now allows local trust committees and Trust Council to establish different notice requirements, provided that the bylaw provides two means of publishing, excluding publishing on a notice board, and meet the guidelines established in the Regulation. Those guidelines are:

> *1) Before adopting, under section 94.2 of the Act, a bylaw providing for alternative means of publishing a notice, a council must consider the following principles:*
> *(a)the means of publication should be reliable;*
> *(b)the means of publication should be suitable for providing notices;*
> *(c)the means of publication should be accessible.*
> *(2) Means of publication are reliable if*
> *(a)they provide factual information, and*

*(b)publication takes place at least once a month or, if the means of publication is a website, the website is updated at least once a month.*

*(3) Means of publication are suitable for providing notices if*

*(a)they allow all information in a notice to be displayed legibly,*

*(b)they allow a notice to be published by the required date, and*

*(c)they allow a person to consult a notice more than once during the period from the date of publication until the date of the matter for which notice is required.*

*(4) Means of publication are accessible if*

*(a)they are directed or made available to a diverse audience or readership, and*

*(b)they are easily found.*

**Meeting Procedures and Development Procedures Bylaw**

All 13 local trust committees have a Meeting Procedures Bylaw and a Development Procedures Bylaw. These bylaws are based on model bylaws usually adopted by, or recommended by Trust Council, and for the most part, the bylaws are similar. However, this requires staff to administer 26 individual bylaws (13 meeting procedure bylaws and 13 development procedure bylaws). To maintain consistency between local trust committees, any amendment to one of these "model" bylaws then requires preparation of 13 bylaws, 13 reports, 39 readings, 13 reports to and considerations by the Executive Committee, and 13 resolutions to consider adoption, followed by 13 processes to file and post the final bylaws.

The *Islands Trust Act* offers a means to reduce administration of processes. Section 11 of the *Islands Trust Act* allows Trust Council to adopt, by bylaw, procedures that apply to one or more local trust committees. Adoption of the bylaw requires a 2/3 vote of the members of Trust Council present at the time the vote for adoption takes place. Section 11(4) of the *Islands Trust Act* states that if there is a conflict between Trust Council procedure bylaw and a local trust committee procedure bylaw, the Trust Council bylaw prevails, regardless of whether it was adopted before or after the local trust committee bylaw was adopted.

Section 11 of the *Islands Trust Act* cannot be used to establish legislated requirements that must be adopted by local trust committees. The procedures of a meeting, or the procedures for development applications can all be established by Trust Council. However, the statutory requirement to establish alternative public notifications, (such as notice requirements for meetings and public hearings, distances required for notice for development permit applications, and board of variance applications) are not covered under Section 11 of the *Islands Trust Act;* the local trust committees must adopt these.

Trust Council could amend its Meeting Procedures Bylaw to include local trust committee meetings, and cover all aspects of the meetings included in the model meeting procedure bylaw, with the exception of notice requirements. To cover public notification of meetings, public hearings, notification distances for permit and board of variance orders, Trust Council could adopt a model Public Notification Bylaw with standard language and encourage local trust committees to adopt a bylaw consistent with the model.

If Trust Council took this approach and adopted such a bylaw, staff would subsequently recommend that local trust committees rescind their meeting procedure bylaws as they would be superseded by the Trust Council meeting procedures bylaw.

The main benefit to this approach is that administration would be reduced significantly. It will also ensure that procedures for all trust committees are the same, which reduces duplication and the need to undertake different procedures for different local trust committees. Ultimately, this leads to less time and stress for administrative staff, standardized processes make it easier for staff to

cover off other staff, and a cost saving to the organization. It also provides an approach that is more streamlined for the public.

Trust Council could also adopt a Local Trust Committees' Development Procedures Bylaw that applies to all 13 local trust committees, with similar benefits to adopting a single meeting procedures bylaw. Currently, local trust committee's development procedures bylaws are largely based on a model provided by Trust Council. These bylaws establish procedures for applicants when making an application.

Currently the individual local trust committee development procedure bylaws include:

- The types of applications that may be made
- Who may make an application
- Format of the application (application form)
- What must be included in the application
- Limitation on making a similar application once a decision has been made on an application
- Requirement that the prescribed fee be paid as part of the application
- Notification requirements for certain types of permits, such as notice to properties a specified distance from the lot.

**Summary**

To address the concern about public input to agendas once the agenda has been published, staff recommend that the meeting procedures bylaws be amended to require that the agenda items (cover) be published two days before the agenda package is published. This will allow comment to be received on agenda items by the deadline. Staff further recommend that Trust Council adopt a single meeting procedures bylaw that applies to Trust Council, Executive Committee, council committees and local trust committees (the latter under s.11 of the *Islands Trust Act*).

To address the concern that the default notification requirements in the Community Charter are not appropriate in the Islands Trust Area, Staff recommend that Trust Council adopt a model Public Notice Bylaw that includes an appropriate alternate method of notification that is consistent with s.94.2 of the *Community Charter* and the Regulation. This would include an alternate means of public notice for Trust Council (via a new Trust Council Public Notice Bylaw) for its meetings, and for discharge of Natural Area Protection covenants under s.49.6 of the *Islands Trust Act.*

To reduce administration, Staff recommend that Trust Council adopt a Development Application Procedures Bylaw that applies to all local trust committees.

## 3 IMPLICATIONS OF RECOMMENDATION

**ORGANIZATIONAL:** Draft meeting procedure amendment bylaws will be drafted based on the "model" bylaws to include all aspects of procedures currently used by local trust committees.

**FINANCIAL:** No financial implications.

**POLICY:** Updated policy 4.1.3

**IMPLEMENTATION/COMMUNICATIONS:** Staff will work with Clerks to identify any anomalies (if any) in existing local trust committee procedure bylaws, and bring those to the attention of Trust Council and the relevant local trust committee.

**FIRST NATIONS:** No implications.

**OTHER:** No other implications.

**4 RELEVANT POLICY(S):** Policy 4.1.3 Model Meeting Procedures Bylaw

**5 ATTACHMENT(S):** N/A

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**RESPONSE OPTIONS**

**Recommendation:**

**Alternative:**

1. Trust Council could ask staff to update the model meeting procedure bylaw that to include deadlines for agenda preparation, and a model development procedures bylaw that includes notification requirements under s.94.2 of the Community Charter. Once adopted, these would then result in development of 26 bylaws for the local trust committees to consider.
2. Status quo. The current system has no clear direction on agenda deadlines, and therefore the deadlines are left to the administration to determine based on need. Trust Council could amend its policies to address the agenda deadline; however it cannot address the notification requirements by policy. Staff do not recommend this option as it reduces certainty, and is administratively burdensome.

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|---|---|
| **Prepared By:** | **David Marlor, Director, Legislative Services** |
| **Reviewed By/Date:** | **Robert Kojima, Regional Planning Manager/Nov 16, 2023**<br>**Russ Hotsenpiller, CAO/Nov 16, 2023**<br>**Executive Committee/Nov 22, 2023** |

**From:** Cindy Wolf <cindyw@sanjuanco.com>
**Sent:** Thursday, November 2, 2023 12:13 PM
**To:** Peter Luckham <pluckham@islandstrust.bc.ca>
**Cc:** Clare Frater <cfrater@islandstrust.bc.ca>; Russ Hotsenpiller <rhotsenpiller@islandstrust.bc.ca>
**Subject:** Re: Council visit in early December

Hello Chair Luckham,

Thank you for the invitation. I will bring this forward to Council at our Monday meeting. We look forward to strengthening ties.

Kind regards,

Cindy Wolf

Cindy Wolf
San Juan County Council
Chair, Member Dist. 2

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**From:** Peter Luckham <pluckham@islandstrust.bc.ca>
**Sent:** Thursday, November 2, 2023 9:49:43 AM
**To:** Cindy Wolf <cindyw@sanjuanco.com>
**Cc:** Clare Frater <cfrater@islandstrust.bc.ca>; Russ Hotsenpiller <rhotsenpiller@islandstrust.bc.ca>
**Subject:** Re: Council visit in early December

**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello Chair Wolf, I hope this email finds you well and prepared for fall and winter. We held our executive committee meeting yesterday to plan for our December 5-7th Trust Council Agenda. We would love to have you join us in Victoria to fulfill the intentions of our transborder agreement and of course to meet and discuss issues of common interest.

Islands Trust Councils meeting is being held in Victoria at the Coast Victoria Hotel and Marina, 146 Kingston Street, December 5-7, 2023.

I've attached a briefing for SJC Council to consider at their next meeting. We would of course work together too prepare a session outline for our time together. In an ideal situation you would be able to join lunch and/or dinner. It would be great if we could hear back about whether you and your council are interested in attending by November 15.

There would be an option to participate by Zoom and in-person. If your Council members would like to attend in-person it would be great to know what their travel preferences might be so we can determine what time of day would work best for the session. Typically, it works best to hold this session on the Wednesday or the Tuesday afternoon.

Please have your staff reach out to Director of Trust Area services Clare Frater as copied on this email, her phone number is :

**Clare Frater** (she, her, hers),Director, Trust Area Services, 250.405.5192

I am hoping to meet you in person and participate in discussion with you at our 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) 250-210-2553 Office Fax:  (250) 405-5155 www.islandstrust.bc.ca Preserving island communities, culture and environment

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**From:** Cindy Wolf <cindyw@sanjuanco.com>
**Sent:** Saturday, October 14, 2023 10:26 AM
**To:** Peter Luckham
**Subject:** Council visit in early December

Hello Peter,

If you have time for a phone call Thursday or Friday, I would be happy to talk with you about how it went with the Transboundary Caucus.  Also, if the Islands Trust Council decided there is room on the early December agenda for the San Juan County Council to meet with you, we would love to come.

Kind regards,

Cindy

Cindy Wolf
San Juan County Council
Chair, Member Dist. 2

## December 2023 Islands Trust Council

# Dialogue with San Juan County Council

**2:15p.m – 4:30 p.m., Wednesday, December 6, 2023**

**Purpose:** To discuss issues of mutual interest, share information and provide an opportunity for trustees and councilors to learn from each other's experiences in island governance.

**Chair:** Peter Luckham, Chair, Islands Trust Council

**Guests:** San Juan County Council:

Cindy Wolf, Chair, Dist. 2 Rep. (Orcas) January 2021 – December 2024
Jane Fuller, Council Member, Dist. 3 Rep (Lopez/Shaw). January 2023 –December 2026
Christine Minney, Council Member, Dist. 1 Rep. (San Juan) January 2021 – December 2024

**Resources:** Russ Hotsenpiller, Chief Administrative Officer
Clare Frater, Director, Trust Area Services

| | | |
|---|---|---|
| 2:15 p.m.-3:00 p.m. | **Welcome and Introductions**<br>• Discussion of issues of mutual interest | Peter Luckham<br>Councilors and Trustees |
| 3:00p.m.-3:15 p.m. | BREAK | ALL |
| 3:15 p.m.-4:30 p.m. | • Discussion of issues of mutual interest | Councilors and Trustees |



Cindy Wolf



Christine Minney



Jane Fuller

References: Islands Trust Council -San Juan County Council TransBorder Island Agreement

San Juan County/Islands Trust Council Protocol Agreement on Transborder Marine Protection Area

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | Trust Council | **For the Meeting of:** | December 6, 2023 |
| **From:** | Executive Committee | **Date Prepared:** | November 22, 2023 |
| **SUBJECT:** | **Background on San Juan County relationship** | | |

**PURPOSE:** To provide Trust Council with background on the Islands Trust-San Juan County relationship.

**BACKGROUND:**

Islands Trust Council and San Juan County Council have a longstanding friendship and a record of transboundary cooperation. The two governments share common values:

- protecting significant terrestrial and marine environmental features
- preserving the unique quality of life on the islands
- managing the impact of population growth and development in a manner consistent with the values of island communities
- encouraging island communities to achieve and maintain a viable economy

The two governments have a Transborder Island Agreement (signed in 1998, updated in 2007) focused on:

- identifying current and emerging issues to focus interagency activities
- sharing information
- undertaking research and policy development projects
- promoting communications and public education
- supporting cooperative initiatives with other organizations, government agencies and the private sector

The two governments have fallen out of the practice of regular annual meetings.

**Common themes discussed during past joint annual meetings (2004-2022):**

- Affordable housing
- Tourism benefits and impacts
- Marine stewardship initiatives
- Groundwater issues
- Land use planning issues and solutions
- Climate change mitigation and adaptation planning
- Oil spill prevention / response
- Ferry issues
- Shoreline protection options

**Past Cooperative Events:**

- **2022:** San Juan County Councillor and staff attended Trust Council and presented on San Juan County's Vessel Drift and Response Analysis for the Strait of Juan de Fuca to the Southern Strait of Georgia and offered updates on their shoreline master plan; adopting a climate change resolution; affordable housing, vacation rental regulations, and tourism

- **June and September 2020:** Chair of San Juan County joined Islands Trust Council virtually twice and spoke to the County's COVID-19 phased response plan, and the longstanding and mutually beneficial partnership with Islands Trust and the benefits of working together for the protection of coastal ecosystems and communities in the Salish Sea

- **December 2018**: Islands Trust Executive Committee joined San Juan County in Friday Harbor for an in-person meeting

- **December 2017**: Councillors Watson, Hughes and Stephens attended an in-person Islands Trust Council meeting in Victoria. Discussion points included: Fish farms legislation; vessel traffic risk assessment; affordable housing initiative in San Juan County; lodging taxes imposed in San Juan County on short term stays (under 30 days) with revenue going towards community. Councillors stayed for presentations on the proposed National Marine Conservation Area Reserve and the Ocean Protection Plan

- **September 2016:** Councillors Stephens, Hughes and Jarman attended an in-person meeting in Sidney BC, and provided an overview of San Juan County's Leave No Trace Guiding Principles and Ethic. Other items presented and discussed were affordable housing crisis and possible solutions; proposed improvements to international travel options such as direct flights; Salish sea vessel traffic risk assessment update; derelict vessel and prevention program; consideration of increased trade in local wine and beer and the promotion of an Appalachian type of wine region in the Salish Sea area; and a request to review the *Transborder Agreement between Islands Trust and San Juan County* dated June 2007
    - **September 2016**, United States Consul General Lynne Platt addressed Trust Council in-person during the joint session with San Juan County Council and spoke about the importance of transboundary co-operation to protect the health and vitality of the Salish Sea and the world's oceans. The San Juan County Councillors also participated in a visioning session for the Islands Trust Area

- **2015, 2014:** San Juan County Councillors joined the Islands Trust Council on Galiano Island / Saturna Island and presented on their priorities

- **2012, 2013, and 2015:** Islands Trust elected officials and staff attended the San Juan Marine Resource Committee's Marine Manager Workshops

- **2013:** Victoria Compton, Executive Director, San Juan Economic Development Council presented at the Islands Trust's economic sustainability workshop

- **2006:** Islands Trust staff took a trip to San Juan County

- **2006:** Dr. Bob Myhr, San Juan County Vice-Chair, was a panellist at Islands Trust's Tourism Forum

**Past Joint Initiatives:**

- **2022:** Joint Letter to Minister of Fisheries, Oceans and the Canadian Coast Guard and Canadian Minister of Transport for an Emergency Towing Vessel in Sidney

- **2018**: Joint letter to the Canadian Minister of Transport re joint request for standby rescue tug

- **2018:** Joint letter to Prime Minister requesting reconsideration of the expansion of the Trans Mountain pipeline (with news release)

- **2013:** Joint Chair letter to Canada's Tanker Safety Expert Panel requesting oil spill regime improvement that reflect the special political and geographic circumstances of the Salish Sea

- **2010-2015:** Five-year collaboration on Green Shores for Homes voluntary credits and incentives program

- **2010:** Joint Chair letter requesting a joint United States of America and Canada cooperative review of maritime safety standards

- **2001:** Jointly produced a guide entitled: *Unspoiled Seascapes Forever: How to establish a Marine Stewardship Site in the Salish Sea*

- **1999:** Established a joint program to facilitate the stewardship of transborder marine environment through public awareness and voluntary stewardship by many stakeholders

**Other transboundary initiatives** *(not with San Juan County):*

- ***A Place in the Islands*** publication (2007) was a joint venture between Islands Trust, the Islands Trust Conservancy and the *San Juan Preservation Trust*. It included information on water conservation, tips on building, siting and landscaping, preserving rural character and island services

**ATTACHMENT(S):** Transborder Island Agreement between Islands Trust Council and San Juan County Counncil, 2007

**FOLLOW-UP:** Islands Trust representatives look forward to hearing from San Juan County representatives about an interest in meeting, and potential suggestions for topics for discussion.

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**Prepared By:** Clare Frater, Director, Trust Area Services

**Reviewed By/Date:** Russ Hotsenpiller, CAO/November 16, 2023
Executive Committee/November 22, 2023

# TRANSBORDER ISLAND AGREEMENT
# between
# ISLANDS TRUST
# and
# SAN JUAN COUNTY

*June 12, 2007*

**WHEREAS** the Islands Trust:

Is authorized to enter into interagency agreements through the Islands Trust Council on behalf of twelve local trust committees and one island municipality;

Is responsible through these corporate entities for achieving the legislated object of the *Islands Trust Act* "to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the Government of British Columbia"; and

Is the local government responsible for land use planning and regulation for 470 islands situated in the Georgia Basin and Howe Sound.

**WHEREAS** San Juan County:

May enter into interagency agreements through the San Juan County Council; and

Is the local government responsible for providing policy direction, land use and resource management planning for 172 named islands situated in the Puget Sound.

**WHEREAS** both these agencies acknowledge that:

Together they represent the interests of over 642 islands within the Howe Sound, Georgia Basin and Puget Sound that share airspace, watersheds and a marine environment;

Within and immediately surrounding the Puget Sound, Georgia Basin and Howe Sound, the population is expected to increase from 6 to approximately 8.5 million by 2010;

The management of the above projected growth and its impacts will require the timely development and implementation of effective strategies, while preserving and protecting the unique qualities of islands in the Georgia Basin, Howe Sound, and Puget Sound;

Growth and environmental issues and impacts transcend physical and political boundaries; and

This, in turn, will require the timely sharing of information and coordination of activities among all levels of government, island communities and other organizations.

**NOW,** therefore, the San Juan County Council and the Islands Trust Council wish to recognize their spirit of partnership and friendship by entering into a Transborder Island Agreement with the following considerations in accordance with the original Protocol Agreement between the agencies dated June 17, 2000:

## 1.0 SHARED VALUES

Both agencies share the following values:

1. 1. The protection of significant terrestrial and marine environmental features and all related ecosystems;

1.2. The preservation of the unique quality of life on islands and in the surrounding waters;

1.3. The management of impacts of population growth and development in a manner consistent with the values of island communities; and

1.4. The encouragement of island communities to achieve and maintain a viable economy.

## 2.0 SCOPE OF EFFORTS

Both agencies acknowledge that their transborder efforts would include activities which:

2.1. Relate to their areas of jurisdiction with a commitment to respect the decision-making discretion of either agency;

2.2. Enable island organizations to work together in addressing island community issues; and

2.3. Support government agency and non-governmental organization coordination efforts to address transborder island issues.

## 3.0 COORDINATION OF ACTIVITIES

Both agencies wish to coordinate activities within the following areas:

3.1. Identifying current and emerging issues to focus interagency activities;

3.2. Sharing information which may be of mutual interest;

3.3. Undertaking research and policy development projects;

3.4. Facilitating and recognizing citizens and community organizations;

3.5. Promoting communications with initiatives by and between local, state, provincial and federal governments to ensure awareness of island community needs;

3.6. Promoting communications with First Nations and Tribal governments;

3.7. Supporting cooperative initiatives by non-profit organizations, the private sector and other local government agencies; and

3.8. Sharing materials and resources for public awareness and education programs.

This agreement is intended to nurture an ongoing relationship utilizing the following:

3.9. A Transborder Island Action Plan of specific joint activities along with responsibility assignments and timelines;

3.10. Semi-annual public meetings of agency representatives to review and update the Transborder Island Action Plan;

3.11. Workshops that may involve other agencies and the public to discuss specific Transborder Island topics; and

3.12. Transborder Task Forces to examine specific Transborder Island topics.

## 4.0 ADMINISTRATION

Administration of this agreement will involve:

4.1. The officials of each agency who shall be responsible for the notices, the related communications, and the routine administration of this Transborder Island Agreement are:
- the San Juan County Council liaison to Islands Trust, with the San Juan County Administrator, and
- the Islands Trust Council Chair with the Islands Trust Chief Administrative Officer.

4.2. Either agency may terminate this agreement at any time upon 30 days' notice to the other agency.

4.3. This agreement may be amended upon the mutual consent of both agencies.

4.4. This agreement may be extended to another agency upon the mutual consent of all relevant agencies.

4.5. An acknowledgement that this agreement is not intended to be legally binding, nor interfere with any international laws or treaties.

As evidence of their agreement to the above spirit of partnership and friendship, the San Juan County Council and the Islands Trust Council have executed this Transborder Island Agreement dated this 10th day of April, 2007.

Approved by the San Juan County Council, this 14th day of June 2007.

Approved by the Islands Trust Executive Committee, on behalf of the Islands Trust Council, this 14th day of June 2007.

**San Juan County Council**

*Howard Rosenfeld, Vice Chair*

*Alan Lichter, Councilman and SJC Liaison*

*Gene Knapp, Councilman*

*Rich Peterson, Councilman*

**Islands Trust Council**

*Kim Benson, Chair*

*Gisele Rudischer, Vice Chair*

*Gary Steeves, Vice Chair*

*Rose Willow, Vice Chair*

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | **Trust Council** | **For the Meeting of:** | December 5, 2023 |
| **From:** | **CAO** | **Date Prepared:** | November 15, 2023 |
| **SUBJECT:** | **Vision Statement** | | |

**PURPOSE:** To inform next steps in consideration of an Islands Trust Council vision statement

**BACKGROUND:** In September 2023, Trust Council held a visioning session that included review of relevant staff reporting, break out room discussions, and a facilitated plenary vision statement writing session.

After significant discussion about various alternatives Trust Council adopted the following vision statement by resolution:

> **A vibrant tapestry of caring, diverse and rural communities within the Salish Sea that flourish in harmony with nature.**

The next day Trust Council reconsidered the motion and passed the following motion:

> **That Trust Council postpone vision statement to December and request staff advice on process of vision and mission statement in light of responsibilities of reconciliation.**

Trust Council reconsideration of its comfort with the proposed vision statement centered on whether the vision statement should/does/does not recognize Trust Council's commitment to reconciliation. Staff see three possible options for Trust Council to contemplate as it considers whether and how to proceed with adoption of a vision statement. Staff note this is a governance question and staff may not have the appropriate insight.

Prior to discussing options, Trust Council may wish to review the status of Reconciliation program actions and planning. Trust Council, over the last five years in particular, has invested in a deeper commitment to Reconciliation. Trust Council has adopted a Reconciliation Declaration and a Reconciliation Action Plan; established a Reconciliation Learning Group; almost concluded a protocol agreement with Snaw-naw-as First Nation, created a dedicated staff position; established annual operational funding for reconciliation program; increased trustee and staff education; supported more early, frequent, and detailed engagement with First Nations (in many cases supported with capacity funding); successful advocated to the Province for grant funding and changes to related grant programs; requested staff to review the referral process; requested staff to re-draft the draft Policy Statement to include additional content related to reconciliation including greater detail on First Nations' co-governance interests and the need for collaborative frameworks to work together at all stages of policy development and implementation, and in all decision-making.

There is much more work to do on a variety of levels and, really, the Islands Trust is only starting its Reconciliation journey. Critically, Trust Council needs to update its Reconciliation Action Plan. Trust Council needs to engage in a discussion about whether it is setting a long-term trajectory towards shared decision-making (beyond cooperating). Local trust committees and Bowen Island Municipality need to find an effective means of meaningfully engaging on Official Community Plans and Land Use Bylaws throughout the region. We will need to invest in early and meaningful engagement in order to have a more effective referral process. We also need to develop more authentic and frequent opportunities to meet and work with First Nations' leadership bodies. The Senior Indigenous Relations Advisor position, which has experienced both deliberate and unplanned vacancies in recent years, has the role of supporting development of resilient relationships and innovative reconciliation and engagement strategies; this position is not the moral leader – Trust Council is.

The 2022-2026 Trust Council has not yet collectively consider these points; whether it be Trust Council's Reconciliation Declaration or Reconciliation Action Plan, nor has Trust Council determined its views on important issues and opportunities associated with engaging and cooperating with First Nations, including:

1. Whether, how, and when the Islands Trust will adapt its processes to be consistent with the United Nations Declaration on the Rights of Indigenous People
2. Increased political engagement with First Nations communities
3. Understanding and working with local Indigenous communities
4. Determining how to incorporate First Nations input from the referral process for a given bylaw that may be in conflict with the wishes of the local trust committee
5. Accommodating increased workloads re reconciliation in work planning

**How much of this work needs to be done before the Islands Trust can envision a future for the region? That is a key question for Trust Council. Below are three options to consider.** Staff suggest that the vision statement itself has important but limited value to all participants: trustees, staff, citizens, First Nations. How Trust Council sees a particular future is a guiding light to all concerned, but it will necessarily be general and all-inclusive for the most part. The mission, values, policies and programs of the Islands Trust will likely have a more profound and impactful result on advancing reconciliation.

1. **Adopt the vision statement as presented.** An important understanding in selecting this option is that Reconciliation is most effectively delivered through advancing the mission, policies and goals and objectives of the Islands Trust. In a previous report to Trust Council (Development of a Vision for the Islands Trust, September 2023) a functional definition of mission was included: *the mission is who we are, how we achieve a vision, is present tense and answers the how and what.* Visioning on the other hand directs *where are we going*.

   The Object Clause, Section 3 of the Islands Trust Act, is the mission statement of the Islands Trust. The Policy Statement, in turn, is the policy framework to achieve the mission and the Official Community Plans reflect the Policy Statement. The tools and processes inside this hierarchy will change and adapt as new relationships with First Nations are developed.

   To summarize, this option is supported by:

   a) the language in the Object which sets out that preserving and protecting the unique amenities and environment of the Trust Area is done 'in cooperation with First Nations' and

   b) whatever Reconciliation principles and policies are imbedded in the Policy Statement.

2. **Adopt a vision statement, but include wording that describes that vision's relationship to reconciliation.** Trust Council could add to the vision statement an explanatory or contextual

clause that provides greater assurance and acknowledgement than would exist in the proposed vision statement. Five possible amendments are offered:

1. With Reconciliation at the heart of its work, the Islands Trust Council's vision is **a vibrant tapestry of caring, diverse and rural communities within the Salish Sea that flourish in harmony with nature**

2. In pursuit of a reconciled future, Islands Trust Council envisions **a vibrant tapestry of caring, diverse, and rural communities within the Salish Sea that flourish in harmony with nature.**

3. Aspiring to lead in Reconciliation, Islands Trust Council envisions **a vibrant tapestry of caring, diverse, and rural communities within the Salish Sea that flourish in harmony with nature.**

4. While on a journey of Reconciliation, Islands Trust Council envisions **a vibrant tapestry of caring, diverse and rural communities within the Salish Sea that flourish in harmony with nature.**

5. **A vibrant tapestry of caring, diverse and rural communities within the Salish Sea** that prioritize Reconciliation and **flourish in harmony with nature.**

3. **Postpone adoption of a vision statement until Trust Council has more deeply reviewed and developed its Reconciliation Program**. Trust Council could invest more fully in Reconciliation work and engagement with Nations, prior to adopting a vision statement. That would require implementing a number of the actions that have been listed above, including development of an updated Reconciliation Action Plan. Presumably, at some point Trust Council will be satisfied that it can vision in an informed way, and would proceed.

   A consideration of this approach would be that visioning is an early informative step to a Corporate Plan, and Trust Council would need to rationalize or work around the absence of this piece of the corporate planning puzzle.

**ATTACHMENT(S):** None.

**FOLLOW-UP:** As directed by Trust Council

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**Prepared By:** **CAO Hotsenpiller**
**Clare Frater, Director of Trust Area Services**
**Morgana van Niekerk, Communications Specialist**

**Reviewed By/Date: November 15, 2023**

***15 Recommendations of Governance Review (Feb/22) as categorized by Governance Committee (Feb/23)***

***Updated November 9, 2023***

**>>>>>>URGENCY >>>>>>>>**

| | |
|---|---|
| **NOT IMMEDIATE but IMPORTANT**<br><br>* Election of Executive Committee<br>* Representational differences<br>* Committees - clear mandates/ size & numbers/ champion proposals to TC<br>* mandate of Conservancy more prominent<br>* Secretariat - needs research | **URGENT and HIGH PRIORITY**<br><br>* Section 3. Islands Trust Act/mandate<br>* Strategic/Corporate Planning/Visioning process<br>* Meeting process (bylaw 101 & policies)<br>* management review |
| **NOT IMMEDIATE and LOWER PRIORITY**<br><br>* info to candidates before election<br>* compensation<br>* recording of negative votes (forward to Executive Committee) | **URGENT but LOWER PRIORITY**<br><br>(NOTE: these items considered urgent but need more preparation of other policies before effective to deal with)<br>* Communications<br>* Advocacy |

**MATTERS OUTSIDE OUR JURISDICTION WHICH WE CONSIDER URGENT & IMPORTANT**

* First Nations representation (possible referral to 1st N cttee if it gets established, otherwise multiple protocol agreements not considered in report)

**MATTERS OUTSIDE OUR JURISDICTION WHICH WE CONSIDER NEITHER URGENT NOR A PRIORITY**

* Representation of provincial interest on TC - simple idea, complex in execution, multiple solutions.

**MATTERS WE CONSIDER IMPORTANT BUT NOT URGENT CZ BEING CLOSELY EXAMINED BY OTHER COMMITTEES**

* Local planning issues - OCP numbers & updates (Regional Planning Committee)
* Policy Statement (Trust Programs Committee and Executive Committee)

* **REFERRALS FROM TRUST COUNCIL/OTHER COMMITTEES**
* **TC – Sept 26, 2023.**

# Planning Services Report

**Prepared on: November 15, 2023**

**Operational Projects**

Local Government Development Approvals Program

CityView servers and software have been fully deployed to replace the existing Trust Area Property Information System. Extensive process mapping and database analysis has been largely completed. Currently Cityview is building the software as per mapping and analysis. Next steps are validation (an extensive and exhaustive testing of the new software), followed by User Acceptance Training, End User Training, and finally, going live. The project managers for both the Islands Trust and Cityview have taken new positions causing a delay in the project. These delays led to a request, and permission, to extend the deadline to the end of the fiscal year, March 2024. The program is on target to the meet the extended timeline with an anticipated "go live" date of February 29, 2024 or March 1, 2024.

Salt Spring Office Relocation

The Salt Spring Island Office has been given notice that the office lease will be terminated effective July 2024. Staff are currently reviewing options and developing a timeline for the required relocation of staff and equipment.

Ombudsperson Administrative Fairness Review of Bylaw Compliance and Enforcement

At the September 2023 Islands Trust Council, council received an administrative fairness review of Bylaw Compliance and Enforcement from the Office of the Ombudsperson. After discussion, council requested a project charter and work plan, to implement the reviews recommendations, be placed on the March 2024 Council agenda.

Planning Services Renewal

The Islands Trust is the in the process of reviewing its administrative support service function and addressed a number of outstanding issues, including:

- Administrative staff who do similar work report to a number of different managers throughout the organization
- Administrative processes for similar work may differ between the three Islands Trust offices
- Administrative staff are increasingly available to work from home while some tasks remain office centric
- Standard operating procedures for regular administrative tasks have not been kept up to date and are not used

- Trust Council approved funding for two new administrative positions (one permanent and one temporary). At time of drafting this report, the one year temporary Meeting Administrator position is going through the interview process; the permanent Administrative Coordinator position is still under review with the Public Service Agency

**Regional Planning**

Regional Planning Committee (RPC)

The RPC held an electronic regular business meeting November 15, 2023 (see agenda package here). During the meeting RPC considered several items related to strengthening housing affordability throughout the Islands Trust area. The RPC also requested staff to apply to apply for a grant opportunity that advances water balances in the Trust area. More information on these are provided below. The RPC ran out of time and deferred briefings regarding shoreline planning and protection and the Montreal Pledge COP15 Biodiversity Framework (two other items were deferred before making the agenda: review of the Governance Review and review of major projects using RPC evaluation criteria).

Housing Options

RPC actions during the November 15, 2023 meeting included endorsing and forwarding to Trust Council a Housing Options Toolkit and a draft Housing Strategic Action Plan, reviewing the Suitable Land Analysis mapping methodology and deliverable, reviewing recent housing statue changes to BC legislation, and reviewing the referral from the Executive Committee regarding advocacy for affordable housing solutions. In more detail:

- **Housing Options Toolkit.** The RPC endorsed the Housing Options Toolkit and have forwarded it to Trust Council. The toolkit includes templates for project timelines and deliverables, a robust assessment of potential zoning and policy options, refined mapping processes to assess suitable lands for potential focused density changes, and extensive background information. The RPC reviewed and provided comment on the suitable land analysis mapping methodology and product contained within the Housing Options Toolkit.

- **Draft Housing Strategic Action Plan**. The RPC endorsed a draft Trust Council Housing Strategic Action Plan, including a proposed priority actions list, and referred it to Trust Council for approval. The draft action plan emphasizes collaboration, cooperation, advocacy and communication. Implementation of the Action Plan is dependent on Trust Council support as a strategic priority and subsequent dedicated staffing resources.

- **Housing Statute Changes to British Columbia Legislation**. The RPC discussed, amended, and forwarded the briefing outlining recent legislative drafted and assented changes affecting housing. RPC noted that regulations from the province are expected early in the new calendar year that will implement many of the changes within the Acts which will necessitate revisiting the Housing Options Toolkit and Housing Strategic Action Plan for consistency and effectiveness.

- **Executive Committee - Housing Advocacy Request.** The RPC received and discussed a referral from the Executive Committee requesting recommendations on how to proceed on outstanding affordable housing actions to develop a communications strategy and materials, to host a panel session, and to coordinate a round table. The RPC incorporated advocacy and communications into the Housing Strategic Action Plan and recognized the changing legislative landscape regarding housing. The RPC requested only one immediate action which was to request that the Executive Committee write a letter

of support to BC Housing for applications in the Islands Trust area applying for a grant from the Community Housing Fund.

Freshwater Sustainability

RPC continues to support implementation of the Freshwater Sustainability Strategy which itself is a component of the Islands Trust Council's 2018-2022 Strategic Plan. A Freshwater Technologist coop student has been hired and is assisting 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.

- **Complete Communities Grant**. The Islands Trust Council has assigned mapping groundwater resources and developing water balances in the Trust Area to the Regional Planning Committee as a top priority. The Union of British Columbia Municipalities (UBCM), has indicated potential support for a grant application that takes a regional approach in the Trust Area to advance this strategy. The limited funding opportunity is proposed to be prioritized to local trust areas without water balance assessments and those currently, or about to begin, Official Community Plan amendments.

Local Trust Committee (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 Local Trust Committee (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 as of April 2023.

The current status of major and extraordinary LTC projects (projects over $5,000) are listed in Table 1 below. The table includes RPC projects as they are managed by the Regional Planning Team who are generally the same team working on major LTC projects and current RPC projects.

**Table 1 Major and Extraordinary LTC Projects Approved by Trust Council**

| Local Trust Committee | Major or Extraordinary Project Name | Project Phase | Current Status |
|---|---|---|---|
| **DE** | Housing Review | Analysis & Consultation | On-going |
| **GB** | OCP/LUB | Initiated | On-going |
| **GM** | OCP/LUB Targeted Amendments | Consultation | On-going |
| **HO** | OCP Amendments | Consultation | On-going |
| **SS** | Ganges (Shiya'hwt/SYOWT) Village Area Plan | Analysis and Consultation | On-going |
| **SS** | OCP/LUB (CDF and Housing) | Analysis | On-going |
| **RPC** | Freshwater Sustainability Strategy Implementation | Analysis and Implementation | On-going |
| **RPC** | Suitable Land Analysis (mapping) | Analysis | On-going |
| **RPC** | Housing Needs Gaps Analysis | Complete | Complete |
| **RPC** | Housing Strategy Communications | Analysis | Pending |

**Minor Projects**

As per Islands Trust Council adopted amended policies Local Trust Committees are permitted one active minor project. The exception is that the Salt Spring Island Local Trust Committee is permitted three active projects. The total funding available for all active minor projects is $36,000.

**Table 2 Minor Active Projects per Local Trust Committee**

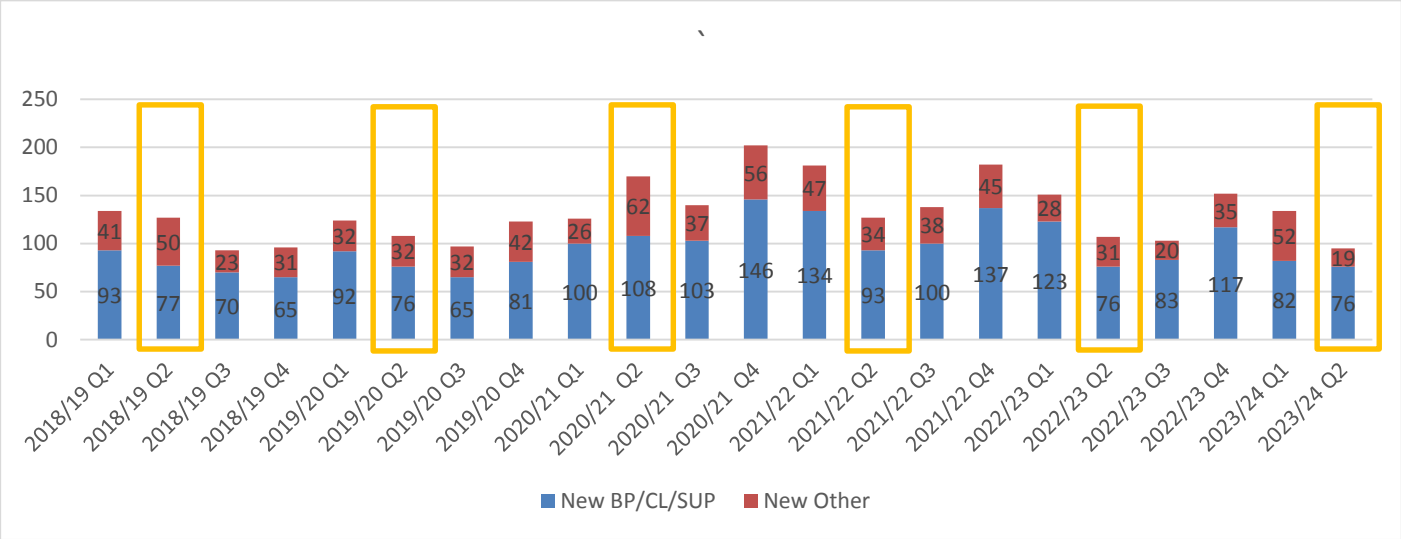
| Local Trust Committee | Minor Active Project Name | Project Phase | Current Status |
|---|---|---|---|
| **DE** | Farming Regulations Review | Legislative | On-going |
| **GB** | Ecological Protection Zone | Legislative | On-going |
| **GL** | Groundwater | Legislative | On-going |
| **GM** | Keats Island Shoreline Protection Review | Legislative | On-going |
| **HO** | Community Heritage Register | Pre-Project | Pending |
| **LA** | OCP/LUB Review (targeted) | Analysis | On-going |
| **MA** | Minor LUB Amendments | Analysis | On-going |
| **NP** | Groundwater | Completed | Completed |
| **NP** | LUB Review | Legislative | On-going |
| **NP** | Raptor Nest DPA update | Pre-project | Pending |
| | | | |
| **SP** | LUB Amendment | Pre-Project | Pending |
| **SS** | Housing Action Program | Legislative | On-going |
| **TH** | LUB Amendment - Unzoned Marine Area | Pre-project | Pending |

As evidenced by the "pending" status, various LTC's are advancing new minor projects. These projects have been allocated all available funding and resources.

**Current Planning** (applications, referrals, and enquiries)

Planning Services opened 95 new applications and referrals in the second quarter (Q2) of the 2023/24 fiscal year (Figure 1). The volume of building permit referrals has steadied to consistent pre-COVID-19 numbers while other application types appear to have slightly decreased. The trend suggests that new land use development and investments are waning while new (presumably residential) construction holds steady.

Figure 2 shows applications opened in Q2 broken down by type and Local Trust Area. For clarity, the numbers listed in both figures indicate new applications and do not show the total number of current applications open or in abeyance.




*the yellow boxes are to help compare Q2s

**Figure 1 Applications Opened by Fiscal Quarter (last 5 fiscal years)**

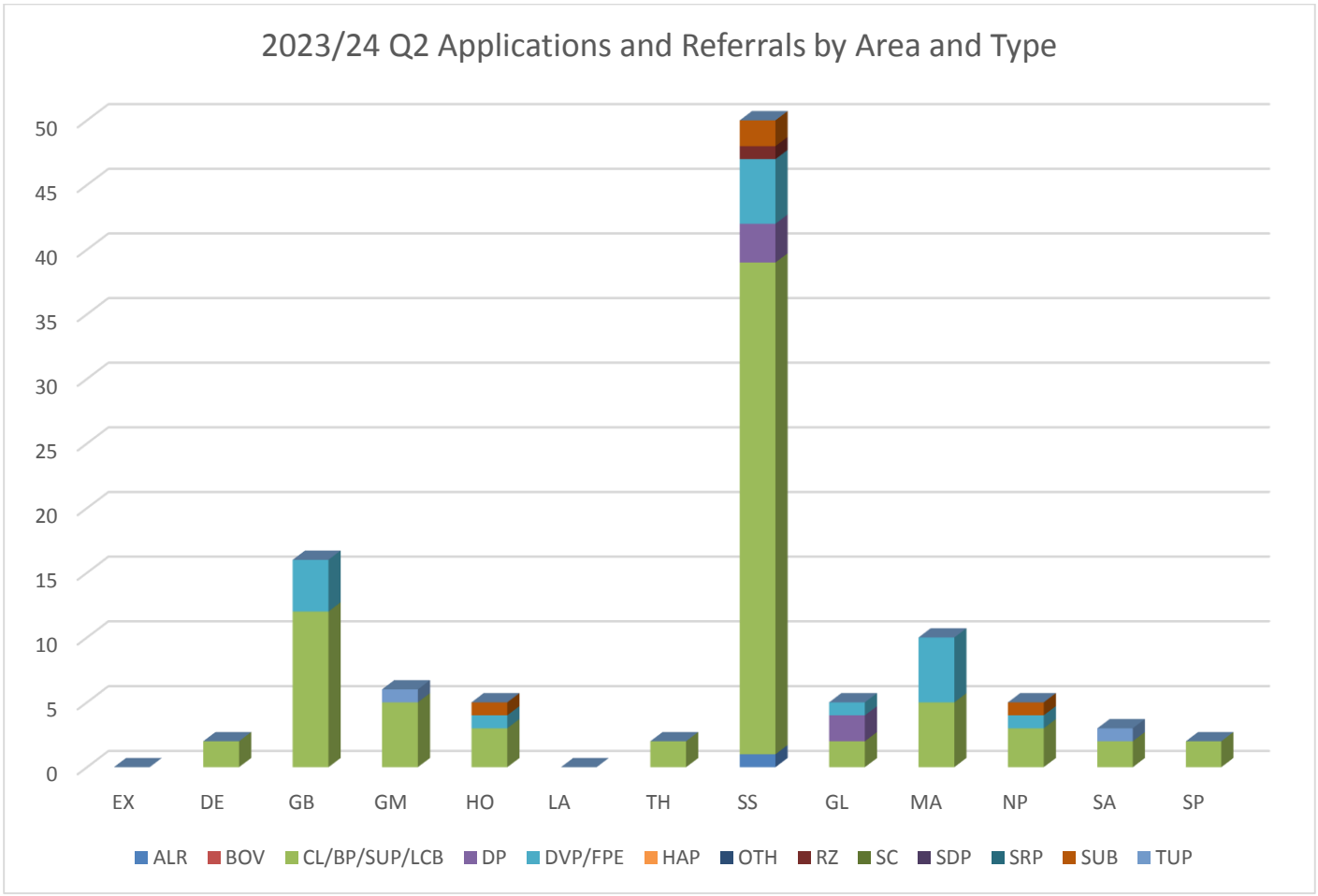



**Figure 2 2023/24 Q2 Applications and Referrals by Area and Type**

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | Trust Council | **For the Meeting of:** | December 5, 2023 |
| **From:** | Robert Kojima.<br>Regional Planning Manager | **Date Prepared:** | November 16, 2023 |
| **SUBJECT:** | **Housing Options Toolkit** | | |

**PURPOSE:** To inform Trust Council of Regional Planning Committee's review and endorsement of the Housing Options Toolkit.

**BACKGROUND:** On April 27, 2023, in fulfillment of Strategic Plan priorities, the Regional Planning Committee (RPC) initiated development of a Trust Council Housing Strategy and Housing Options Toolkit. This was in response a review of 30 years of Islands Trust-authored and related reports on housing issues which identified that significant staff, trustee, consultant and community time that had already been spent identifying the islands' housing challenges and proposing solutions to them. As a result, RPC decided that the current need was to compile and update work that had been done in a framework that would encourage implementation.

The toolkit is primarily intended to support LTC land use planning projects addressing the need for housing options by providing trustees, planning staff, and community groups with structured resources for implementation of housing-related projects. It is a compendium, both technical and practical, consolidating a variety of documents applicable to any housing project.

At a July 27th special meeting the RPC reviewed a draft of the Housing Options Toolkit. At the meeting, RPC directed staff to make revisions to the Toolkit and report back. At the meeting of November 15, 2023, RPC received the revised version of the Toolkit and adopted the following resolution:

> **RPC 2023-033**
> It was MOVED and SECONDED,
> THAT Regional Planning Committee endorse the revised Housing Options Toolkit Part 1 as amended.

Attached is the endorsed Housing Toolkit for Trust Council's information. Next steps include:

1. Publication of the toolkit on the Islands Trust webpage and by communications release.
2. Briefing of Planning Services staff on the toolkit
3. Communications to all local trust committees
4. Finalization the toolkit (primarily documentation related to the Suitable Land Analysis mapping)
5. Consideration by RPC of development of Part 2 of the Toolkit (**Part 2** would be focused on procedures related to the processing of development applications for affordable or multi-family housing).

**ATTACHMENT(S):**

1. **Housing Options Toolkit**

**FOLLOW-UP:** RPC will consider development of Part 2 of the Toolkit

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**Prepared By:** **Robert Kojima, Regional Planning Manager**

**Reviewed By/Date:**

Islands Trust

# ISLANDS TRUST HOUSING OPTIONS TOOLKIT

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November 2023

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# Islands Trust Housing Options Toolkit

## Toolkit Purpose

This toolkit has been created through an initiative of the Regional Planning Committee to support land use planning projects addressing the need for housing options. It is intended to provide trustees, planning staff, and community groups with structured resources for implementation of housing-related projects, both those undertaken by LTCs and those that come before LTCs as development applications. While addressing housing shortages involves many agencies and types of initiatives, this toolkit is focused on projects directly related to local trust committees' ability to regulate land use under Sections 29 and 31 of the Islands Trust Act.

This toolkit is meant to be a compendium, both technical and practical, consolidating a variety of documents applicable to any housing project. If staff and trustees use this toolkit as a reference during the design and implementation of housing projects, their projects should advance rapidly and along a predictable trajectory. As with any project within a Local Trust Area, housing projects should be undertaken with a clear view to any other land use planning work underway, to maximize efficiency and consistency.

**Part I** of this toolkit is focused on LTC-initiated projects to amend bylaws.

**Part II** of the toolkit is focused on procedures related to the processing of development applications for affordable or multi-family housing. [INCLUSION TO BE DETERMINED]

Within both these parts are three types of tools: *Process tools*; *Template tools*; and *Background tools.*

The toolkit is not a finished product, but rather a living document to which new resources can be added as gaps are identified and solutions developed.

## Toolkit Background

To prepare this toolkit staff reviewed three decades of housing reports produced by, or tangential to, the Islands Trust. The results of the document review are included in this toolkit as Tool 7 in the form of an annotated bibliography. Documents referenced in the bibliography are available for review by staff, trustees, and community members on the Islands Trust Housing Affordability Program webpage under Housing Reports and Resources.

## Toolkit Update and Maintenance

This toolkit is a living document. Ensuring that the toolkit remains up to date is the responsibility of the Director of Planning Services or their designate. New reports to be added to the Housing Resources and Reports inventory should be submitted to the Director of Planning Services and uploaded to the Housing Affordability webpage. The corresponding bibliography should be updated accordingly with any new inventory entries and relinked to the website.

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# Toolkit Summary

## Tool 1 – Housing Options Project Process

The purpose of this set of tools is to provide a recommended path for LTC-initiated housing projects. These processes are intended to be adapted to each LTC and project's unique characteristics, but they provide a starting point.

Tool 1.1 – Minor Housing Options Project Timeline - outlines the anticipated steps and timelines in a Minor Project.

Tool 1.2 – Major Housing Options Project Timeline - outlines anticipated steps and timelines in a Major LTC Project.

## Tool 2 – Discussion Paper Process

An LTC may request staff to prepare a discussion paper that outlines the general range of issues and options the LTC will have to consider.

These include, but are not limited to:

- Demographic Information
- Housing Needs Assessment data
- ITC Conservation Profile
- Build-Out/Growth Limits (see Tool 4 and 5)
- Existing OCP Policies (see Tool 8)
- Existing Regulations; and (see Tool 8)
- Potential  Policy and Regulatory Options (see Tool 3)

## Tool 3 – Zoning and Policy Options

The range of LTC options to adopt policies or zone land are summarized in this table. This tool should be considered a menu for an LTC's consideration as to which options may best address specific challenges.

## Tool 4 – Suitable Land Analysis Methodology [PENDING]

This suitable land analysis is a mapping initiative to identify areas more or less suitable for residential development. The methodology is documented here to create a replicable process.

## Tool 5 – Build-Out Analysis Methodology

This mapping can be used to identify where housing can be built out under existing zoning, for the purpose of understanding whether existing density is appropriately sited. The methodology is documented here.

## Tool 6 – Housing Action Plan/Local Housing Options Strategy Template

Senior government funders grant applications have been focussed around implementation of a Housing Action Plan, usually a five-to-seven action list of initiatives local governments will take to increase housing supply. The main plan actions are usually supported by some context based on a review of assessed housing needs. This template captures all the necessary constituent pieces of a Housing Action Plan.

## Tool 7 – Annotated Bibliography

Compiles more than 30 reports written by, commissioned by, or about Islands Trust and its housing challenges. This bibliography should be added to as old reports are discovered and new reports are produced. Reports referenced in the bibliography are available here.

## Tool 8 – Updated Housing Baseline Report

In 2016 Islands Trust published a baseline report that summarized housing policy and regulation on all islands in the Trust Area and also included a table of all known multifamily and affordable housing developments across the islands. The baseline report has been updated, breaking it up into a number of component pieces.

## Tool 9 – Housing Profiles

These housing profiles were developed based on 2021 Census data to provide a snapshot of housing affordability and housing conditions within each local trust area.

## Tool 10 – Housing Roles and Responsibilities

This simple reference document describes the roles and responsibilities of various government agencies in the provision of housing in the Islands Trust Area.

# Tool 1.1 - Model LTC Minor Housing Project Timeline*

| MINOR HOUSING PROJECT TIMELINE | | | | |
|---|---|---|---|---|
| Meeting[1] | Milestone | Target Dates[2] | Comments | Cost |
| **PHASE 1: PROJECT PLANNING - YEAR 1** | | | | |
| 1 | LTC identifies topic areas and problem, direct development of Project Charter | Month - 1 | | |
| | LTC engages with First Nation governments on consultation approach | Month 0 - 1 | | |
| | LTC may engage with community to inform issues, scope and options | Month 1 - 2 | | |
| 2 | Endorsement of Project Charter | Month 3 | | |
| **PHASE 2: PROJECT INITIATION** | | | | |
| | Preliminary research and data gathering/mapping | Month 3 - 4 | | |
| | Project formal launch: communications to First Nations, landowners, stakeholders, agencies | Month 3 - 4 | | |
| **PHASE 3: ANALYSIS** | | | | |
| | Analysis of data/mapping | Month 4 - 5 | | |
| **PHASE 4: CONSULTATION (LIMITED)** | | | | |
| | First Nation, stakeholder and public engagement and consultation | Month 3 - 6 | | |
| **PHASE 5: DRAFTING** | | | | |
| 3 | LTC review of consultation results, policy options, draft bylaw language/Referral to APC | Month 5 - 6 | | |
| | APC meeting(s) | Month 5 - 6 | | |
| 4 | Review APC recommendations/Direction to prepare bylaw(s) | Month 6 | | |
| **PHASE 6: LEGISLATIVE[3]** | | | | |

[1] Recommended to schedule special meetings for these milestones other than routine bylaw readings or LTC direction
[2] Note: these are guidelines but timelines may be different for different Local Trust Committees
[3] It is likely this section can be compressed for minor bylaw amendments.

| | | | | |
|---|---|---|---|---|
| 5 | LTC Review of draft bylaws, early referrals | Month 7 - 9 | | |
| | Legal Review (targeted) | Month 8 - 9 | | |
| 6 | Community Information Meeting | Month 8 - 9 | | |
| 7 | Consideration of revisions and 1st reading | Month 9 | | |
| 8 | Consideration of amendments and 2nd reading | Month 10 | | |
| 9 | Community Information Meeting/Public Hearing | Month 11 | | |
| 10 | 3rd reading, Executive Committee, Minister | Month 11 | | |
| 11 | Final Adoption | Month 12+ | | |
| **PHASE 7: IMPLEMENTATION** | | | | |
| | Procedural updates | Month 12+ | | |
| | Bylaw amendment communication(s) | Month 12+ | | |
| **TOTAL** | | 12+ Months | | |

**Refine timeline and milestones as required. Add/subtract rows as needed.*

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## Model LTC Minor Project Work Plan

| Month | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Phase 1: Project Planning** | | | | | | | | | | | | | |
| LTC identifies topic areas & problem | ■ | | | | | | | | | | | | |
| LTC engages with First Nations to request interest in consultation | ■ | | | | | | | | | | | | |
| LTC may engage community to inform issues, scope | ■ | ■ | | | | | | | | | | | |
| LTC endorsement of Project Charter | | | ■ | | | | | | | | | | |
| **Phase 2: Project Initiation** | | | | | | | | | | | | | |
| Preliminary research & data gathering | | | ■ | ■ | | | | | | | | | |
| Formal project launch: communications to First Nations, landowners, stakeholders, agencies | | | ■ | ■ | | | | | | | | | |
| **Phase 3: Analysis** | | | | | | | | | | | | | |
| Analysis of data, research, mapping | | | | ■ | ■ | | | | | | | | |
| **Phase 4: Consultation** | | | | | | | | | | | | | |
| First Nation, stakeholder and public engagement | | | ■ | ■ | ■ | ■ | | | | | | | |
| **Phase 5: Drafting** | | | | | | | | | | | | | |
| LTC review of consultation results and policy options, potential referral to APC | | | | | ■ | ■ | | | | | | | |
| APC meetings (optional) | | | | | ■ | ■ | | | | | | | |
| Direction to prepare bylaw(s) | | | | | | ■ | | | | | | | |
| **Phase 6: Legislative** | | | | | | | | | | | | | |
| LTC Review of draft bylaws, early referrals | | | | | | | ■ | ■ | ■ | | | | |
| Legal Review (targeted) | | | | | | | | ■ | | | | | |
| Community Information Meeting | | | | | | | | ■ | ■ | | | | |
| Consideration of revisions and 1st reading | | | | | | | | | ■ | | | | |
| Consideration of amendments and 2nd reading | | | | | | | | | | ■ | | | |
| Community Information Meeting/Public Hearing | | | | | | | | | | | ■ | | |
| 3rd reading, Executive Committee, Minister | | | | | | | | | | | | ■ | |
| Final Adoption | | | | | | | | | | | | | ■ |
| **Phase 7: Implementation** | | | | | | | | | | | | | |
| Procedural updates | | | | | | | | | | | | | ■ |
| Bylaw amendment communication(s) | | | | | | | | | | | | | ■ |

**refine timeline and milestones as required. Add rows as needed.*

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# TOOL 1.2 - Model LTC Major Housing Project Timeline*

| MAJOR HOUSING PROJECT TIMELINE | | | | |
|---|---|---|---|---|
| Meeting[1] | Milestone | Target Dates[2] | Comments | Cost |
| **PHASE 1: PROJECT PLANNING** | | | | |
| 1 | LTC identifies topic areas and issues, adds to work program | | | |
| | LTC engages with First Nation governments on consultation approach | | | |
| | LTC may engage with community to inform issues, scope and options | | | |
| 2 | LTC provides direction to draft Business Case | July | | |
| 3 | LTC endorsement of Business Case, forwarded to Committees | Sept - Nov | | |
| **PHASE 2: PROJECT INITIATION - YEAR 1** | | | | |
| | Preliminary research and data gathering. | Jan - March | | |
| 4 | Project formal launch: communications to First Nation governments, landowners, stakeholders, agencies, and community meeting. | April - May | | |
| | Development of Terms of Reference for APC or working groups | April - May | | |
| 5 | Endorsement of Project Charter | June | | |
| **PHASE 3: ANALYSIS** | | | | |
| | Data gathering and research | May - Sept | | |
| | Drafting of Discussion Paper | May - July | | |
| | Special APC or Working Group appointments and referrals | June | | |
| | Preparation and analysis of data/mapping | June - July | | |
| | LTC review of Discussion Paper(s) | July - August | | |
| **PHASE 4: CONSULTATION** | | | | |
| | First Nation, stakeholder and public engagement | July - Dec | | |
| | On-going analysis and revisions to data/mapping | Sept - Dec | | |

[1] Recommended to schedule special meetings for these milestones other than routine bylaw readings or LTC direction
[2] Note: these are guidelines but timelines differ for different Local Trust Committees

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# MAJOR HOUSING PROJECT TIMELINE

| Meeting[1] | Milestone | Target Dates[2] | Comments | Cost |
|---|---|---|---|---|
| **PHASE 5: DRAFTING – YEAR 2** | | | | |
| 6 | LTC Review of consultation results and policy options | Jan - Mar | | |
| 7 | Review of draft bylaw language | Feb - March | | |
| 8 | Direction to prepare bylaw(s) | March | | |
| **PHASE 6: LEGISLATIVE** | | | | |
| 9 | LTC Review of draft bylaws, early referrals | April - June | | |
| | Legal Review (targeted) | June | | |
| 10 | Community Information Meeting | June | | |
| 11 | Consideration of revisions and 1st reading | July-August | | |
| 12 | Consideration of amendments and 2nd reading | Sept | | |
| 13 | Community Information Meeting/Public Hearing | Oct | | |
| 14 | 3rd reading, Executive Committee, Minister of Municipal Affairs | Oct - Nov | | |
| 15 | Final Adoption | Dec - Jan | | |
| **PHASE 7: IMPLEMENTATION** | | | | |
| | Procedural updates | Nov - Dec | | |
| | Bylaw amendment communication(s) | Dec | | |
| **TOTAL** | | | | |

**Refine timeline and milestones as required. Add rows as needed.*

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| | Year 1 | | | | | | | | | | | | Year 2 | | | | | | | | | | | | Year 3 | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | J | F | M | A | M | J | J | A | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D |
| **Phase 1: Pre-Project** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LTC identifies topic areas & problem | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LTC engages with First Nation governments on consultation approach | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LTC may engage community, consider options, | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Direction to draft business case | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LTC endorsement of Business Case, forwarded to Committees | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Phase 2: Project Initiation** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Preliminary research & data gathering | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project launch: communications to First Nation governments, landowners, stakeholders, agencies, and community meeting | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Development of Terms of Reference for APC or working groups | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Endorsement of Project Charter | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Phase 3: Analysis** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Data gathering, research, drafting of discussion paper(s) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Special APC or Working Group appointments and referrals | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Preliminary analysis of data/mapping | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LTC review of discussion papers | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Phase 4: Consultation** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| First Nation, stakeholder and public engagement | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| On-going analysis of data/mapping | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Phase 5: Drafting** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LTC Review of consultation results and policy options | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Review of draft bylaw language | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Direction to prepare bylaw(s) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Phase 6: Legislative** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LTC Review of draft bylaws, early referrals | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Legal Review (targeted) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Community Information Meeting | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Consideration of revisions and 1st reading | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Consideration of amendments and 2nd reading | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Community Information Meeting/Public Hearing | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3rd reading, Executive Committee, Minister | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Final Adoption | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Phase 7: Implementation** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Procedural updates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Bylaw amendment communication(s) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **refine timeline and milestones as required. Add rows as needed.* | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

# TOOL 2 - Housing Discussion Paper Guidelines

A well-researched and structured housing discussion paper provides trustees, staff and community members with a snapshot of the information they need to start developing a housing project and/or housing action plan that responds to local needs and can be implemented in a timely way with the resources available to the local trust committee (LTC).

A housing project discussion paper reviews relevant work from the recent past, current housing needs, policy and regulations, and suggests zoning and policy options that align with the LTC's housing objectives and community needs.

Recommended components of a housing discussion paper are as follows:

## 1) Background

- What is the role of the LTC in housing? How does it relate to the roles of other agencies?
- What work has been done related to housing in the community?
    - List reports and key initiatives and their outcomes
    - Summarize previous LTC housing projects

**Background - What Housing Toolkit tools can help me?**

TOOL 7 – Annotated Bibliography of Reports

TOOL 10 – Housing Responsibilities Table

## 2) Housing Needs and Island Characteristics

- Review Housing Needs Assessment (HNA) and any other relevant reports[1]
- What does StatsCan and other data say about housing on the Island?
- What are the identified needs based on previous needs assessments and community experience (seniors, families, workers)?
- What does the Trust Conservancy conservation profile for the Island say?
- What are current drivers of change or external pressures
- What further information is required?
- Should any elements be considered as part of a communication plan if housing projects are undertaken?

[1] Local community groups sometimes undertake extensive and helpful community planning exercises that could/should be incorporated into Islands Trust work.

**Housing Needs - What Housing Toolkit tools can help me?**

TOOL 7 – Annotated Bibliography of Reports

TOOL 9 – Housing Profiles (where available)

### 3) Policy Review

- Summarize overarching policy perspective on housing per OCP
- Review and evaluate projected housing and population growth in OCP
- Are there directive OCP policies that have not been implemented? What have been the results of the OCP policies and land use regulation that were previously adopted?
- How does the LUB currently support housing need?

**Policy Review - What Housing Toolkit tools can help me?**

TOOL 8 – Baseline Report – Affordable Housing in the Trust Area

### 4) Review Existing Land Zoned for Multiple Dwellings/Affordable Housing

- Are there properties that are currently zoned or being rezoned to accommodate multiple units where total permitted density has not been used? Are these options worth exploring?

**Review Existing Land - What Housing Toolkit tools can help me?**

TOOL 8 – Baseline Report – Affordable Housing in the Trust Area

### 5) Identify Potential Options for LUB and OCP Amendments

- Based on review of existing policies and regulations, which options in the Housing Toolkit options tables may suitable to the community's context
- Frame the options chosen in a way that make sense to the community

**Identify Option - What Housing Toolkit tools can help me?**

TOOL 3 – Zoning and Policy Options Table

## 6) Identify a Process to Determine Suitable Land Analysis[2]

- Suitable land includes: proximity to community services, existence of infrastructure (roads, piped water, piped sewage, septic and septic potential), availability of groundwater, lower impact of development to the environment
- What tools are available to determine the impact of increases in density and intensity of residential land use in specific areas of the Islands (check conservation profiles, sensitive ecosystem mapping, groundwater data, DRASTICS mapping)?
- If information is insufficient, identify gaps that should be filled/budgeted for in the business case. It is recommended that if a water availability assessment does not exist for the Island then one should be considered as part of the business case.

**Identify Option - What Housing Toolkit tools can help me?**

TOOL 4 – Suitable Land Analysis Guidance

## 7) Next Steps

- Recommend next steps based on Workflow for Minor or Major Project

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**Example Discussion Paper Reports:**

Mayne Island: 27/03/2023 LTC Staff Report
Denman Island: 06/06/2023 LTC Staff Report

[2] If additional residential density is being considered by the LTC

# TOOL 3 - Zoning and Policy Options Table

| ZONING OPTIONS TO ADDRESS HOUSING NEEDS | |
|---|---|
| **OPTION** | **DESCRIPTION** |
| **ZONING – REVIEW OF EXISTING** | |
| **Review and amend existing land zoned for affordable and/or multi-family development** | Review all existing lands zoned for affordable, seniors or similar housing and amend the zoning to be less specific or restrictive where housing either hasn't been developed or has not been developed to full zoned potential. Housing providers have said that flexibility in form is key (single large building, rowhouses, detached cottages, etc) to adapt to changing market and funding conditions during lag between zoning approval and construction start. |
| **Review existing undeveloped or under-developed land zoned commercial/industrial** | Review existing undeveloped or underdeveloped commercial zones, to potentially permit residential or mixed uses. |
| **Review existing definitions to remove "un-variable" restrictions** | If a regulation (such as a floor area limit for cottages) is included in the definition of a term, then it can't be varied through a development variance permit. Such restrictions could be removed from the definitions section of the land use bylaw and added to the main body of document so they could be varied. This can enable greater flexibility for land owners. |
| **ZONING – FORM/USE** | |
| **Secondary Suites** | Permit secondary suites in some, or all, residential zones or areas of the island. Secondary suites are self-contained dwelling units that are separated from the principal unit but within the same building, whether below, above or adjoined to the principal residence on the side. |

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# ZONING OPTIONS TO ADDRESS HOUSING NEEDS

| OPTION | DESCRIPTION |
|---|---|
| **Cottages/Detached Accessory Dwelling Units (ADUs)** | Permit secondary Accessory Dwelling Units in some, or all residential zones or areas of the island. An ADU is a small detached dwelling and may take the form of a suite within an accessory building ("carriage house"), or in a stand-alone structure on the lot ("cottage"/"garden suite") or on a lane ("laneway house") for full-time residential use. |
| **Alternative Dwelling Units (AltDUs)** | Permit alternative dwelling units that do not presently comply with BC Building Code, such as tiny homes on wheels, yurts, and recreational vehicles, as either principal or accessory dwelling units.<br><br>LTCs should be aware that regional districts with building permitting authority are unlikely to be supportive of such a policy change, and consequently inspection and a permitting of such units may not be possible. |
| **Single-Family Dwelling Variations** | There are a range of residential forms that don't fall neatly into single-family zoning or multi-family. These include duplexes, rooming houses, boarding houses and flex housing.[1] LTCs may wish to consider supporting these forms in zoning. |
| **Manufactured / Tiny Home / RV Parks** | Zone suitable land for a serviced manufactured home, tiny home, or residential RV park. Clustering these types of units can resolve issues with septic, potable water and provide other services and amenities. |
| **Multi-Family Dwelling Units (Market)** | Permit the construction of multiple dwelling units on a single lot, whether in a single building, or several buildings. These are typically in the form of townhouses, row houses, apartments and/or condominiums.<br><br>Can be for purchase or rental. See "Residential Rental Tenure Zoning" below. |
| **Multi-Family Dwelling Units (Affordable)** | Permit the construction of multiple dwelling units on a single lot, whether in a single building, or several buildings, only if undertaken by a government or non-profit organization and/or with rent/purchase/resale price controlled by housing agreement. |
| **Permit principal residential use of currently non-residential lots** | Permit under-used or unviable commercial or other-zoned properties to be used as principal residential. |

[1] Housing that can be easily adapted to meet the present and future needs of occupants as family size and care needs evolve.
Islands Trust Housing Options Toolkit, 2023

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| ZONING OPTIONS TO ADDRESS HOUSING NEEDS | |
|---|---|
| **OPTION** | **DESCRIPTION** |
| **Permit the conversion of commercial accommodation to residential use** | Consider rezoning existing built commercial accommodation units for residential use in coordination with regulating STVRs. TUPs could also be used in some situations. |
| **ZONING – DENSITY** | |
| **ADUs/AltDUs/Secondary Suites permitted in non-residential zones** | Permit non-residential zones to have some accessory housing where it is not currently permitted, or increase the number of units where it is already allowed. Educational, institutional, health care, commercial, industrial, even some park zones, could all accommodate housing.<br><br>Consider removing the requirement in current bylaws that accessory dwellings may only be occupied by owners or employees of that associated business. |
| **Multi-Family Density Bonus** | In suitable areas the LTC could introduce density bonus regulations that establish a base permitted density, as well as a provision for additional density in exchange for creation of affordable housing. |
| **Subdivision Density Bonus** | In suitable areas the LTC could introduce density bonus regulations that establish a base permitted lot density, as well as a provision for additional density in exchange for the creation of affordable housing or cluster housing that preserves unique amenities and the environment. |
| **Flexible Zoning Model** | Establish zoning that permits additional dwellings on a lot within a maximum total combined floor area for all dwellings. |
| **Increase Density** | If the LTC determines through a build-out analysis that the current zoning does not permit sufficient new residential it could consider increasing the number of permitted residential units that can be built in certain areas or forms; it can upzone land in suitable areas to allow either multi-family development and/or greater density through subdivision. |

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| ZONING OPTIONS TO ADDRESS HOUSING NEEDS | |
|---|---|
| **OPTION** | **DESCRIPTION** |
| **ZONING – CONSERVATION DENSITY** | |
| **Conservation Density Bonus/ Homeplate Zoning Model[2]** | Allow for flexibility of number of dwellings and/or dwelling type and size within maximum homeplate or total floor area (e.g., 500m$^2$) in exchange for conservation covenant. |
| **Ecovillage Zoning Model[3]** | Allow existing subdividable properties to be developed according to conservation design principles as a strata development with flexible dwelling types and sizes while placing large portions of property in a conservation covenant. Incorporate the ecological building principles of the Eco-Density Bonus and maintain full protection of the most sensitive ecosystems through DPAs. |
| **Eco-Density Bonus[4]** | Encourage ecological and energy and efficient water homes by allowing a provision to add a dwelling unit if the owner builds to a higher ecological standard (e.g., solar panels, rainwater harvesting, ecological building materials, grey water recycling, net zero energy, solar hot water, etc.). These provisions will help reduce the operating costs and ecological impacts of dwellings. |
| **ZONING – SIZE, SITING AND MISCELLANEOUS** | |
| **Mixed-Use Zoning** | Permit residential use above ground-floor commercial uses. Height/storey limits could be raised to permit two storeys of residential above ground-floor commercial/industrial in specific locations. |
| **Floor Area/Footprint Limits** | Limit the size of permitted dwellings in order to discourage undesirable forms of residential development and commercial accommodation uses in residential zones. |

[2] Proposed in *Salt Spring Island Housing Action Task Force, Summary of Recommendations, 2021*

[3] Ibid

[4] Ibid

| ZONING OPTIONS TO ADDRESS HOUSING NEEDS | |
|---|---|
| **OPTION** | **DESCRIPTION** |
| **ZONING – TENURE** | |
| **Residential Rental Tenure Zoning** | Section 481.1 of the *Local Government Act* allows local governments to introduce zoning that requires all or some portion of multi-family housing in a zone to be occupied only under residential rental tenure.<br><br>LTCs could consider introducing such zoning in one or more areas of the island. |
| **Strata Subdivision of ADUs** | Review and reconsider regulations that restrict secondary suites/ADUs from becoming separate real estate entities through building strata subdivision. This has been proposed as a way to encourage entry-level home ownership. |
| **ZONING – WORKFORCE HOUSING** | |
| **Require Workforce Housing as a Condition of new/amended Commercial/ Industrial/Institutional Zoning** | Commercial/Industrial/Institutional zoning could be amended to require the provision of a certain number of workforce housing units as a condition of new development. |
| **On-Site Workforce Housing** | Ensure all commercial zones permit on-site workforce housing. |
| **Off-Site Workforce Housing** | Identify and zone locations for off-site workforce housing. |
| **ZONING – SENIORS HOUSING** | |
| **Zone for multi-family seniors housing** | Similar to general multi-family zoning, LTCs can zone to permit larger developments exclusively for elderly people, provided such is a defined use in the land use bylaw. |
| **Accommodate Aging in Place** | Introduce sufficiently flexible residential zoning provisions so that elderly people can stay on their properties longer. The mechanisms to do this are largely addressed elsewhere in this options document in secondary suites, ADUs, AltDUs and flexible housing/zoning. |

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| ZONING OPTIONS TO ADDRESS HOUSING NEEDS | |
|---|---|
| **OPTION** | **DESCRIPTION** |
| | |
| **ZONING – AGRICULTURE** | |
| **Consistency with Agricultural Land Commission (ALC) regulations** | Ensure that land in the ALR is zoned to permit residential use in a manner consistent with current ALC regulations. |
| **Consider additional density for non-ALR farmland** | For large working farms the LTC could consider granting additional dwelling units for farmworker use, or allowing additional dwelling units for such occupancy in return for restrictions on future subdivision potential. |

| OCP POLICY OPTIONS TO ADDRESS HOUSING NEED | |
|---|---|
| **OPTION** | **POLICY SUPPORT** |
| **GENERAL POLICY** | |
| **Suitable Land** | As per Local Government Act Section 473(1), an official community plan (OCP) must include statements and map designations respecting the approximate location, amount, type and density of residential development required to meet anticipated housing needs over a period of at least five years. |

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| OCP POLICY OPTIONS TO ADDRESS HOUSING NEED | |
|---|---|
| **OPTION** | **POLICY SUPPORT** |
| | An official community plan must include housing policies respecting affordable housing, rental housing and special needs housing.<br><br>An LTC must consider the most recent housing needs report when developing or amending an OCP.<br><br>OCPs should also contain policies to direct residential growth based on:<br>• Freshwater availability;<br>• Limiting disturbance of sensitive ecosystems;<br>• Proximity to social/economic/transportation services; and<br>• Other criteria the community identifies as important.<br><br>Areas suitable, or not suitable, for additional residential growth, can be mapped and included as OCP schedules. |
| **Growth/Population Limits** | Some island OCPs contain population/growth limits. LTCs seeking to expand available housing options should be mindful of these policies and may have to amend such if warranted. |
| **DEFINITIONS** | |
| **Affordable Housing** | OCPs and LUBs across the Trust Area should contain a consistent definition of affordable housing. This definition should not be so restrictive as to preclude the mixing of market and non-market units, as BC Housing-backed projects often require some measure of market-rate housing to subsidize the non-market units. |
| **Other Definitions** | LTCs should strive for consistency in OCP housing-related definitions across the Islands Trust Area. |

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| OCP POLICY OPTIONS TO ADDRESS HOUSING NEED | |
|---|---|
| **OPTION** | **POLICY SUPPORT** |
| **ZONING – FORM/USE** | |
| **Secondary Suites** | Introduction of secondary suite zoning should not contravene, and ideally be supported by, OCP policy. Such policy could be brief and simple ("The LTC may introduce zoning to permit secondary suites in residential zones") or more detailed that addresses specific community concerns that arise during the community planning process or identifies the land use designations where the use could be permitted. |
| **Cottages/Detached Accessory Dwelling Units (ADUs)** | Introduction of zoning that permits ADUs should not contravene, and ideally be supported by, OCP policy. Such policy could be brief and simple ("The LTC may introduce zoning to permit accessory dwelling units in the following land use designations") or more detailed to address specific community concerns that arise during the community planning process or identifies the land use designations where the use could be permitted. |
| **Alternative Dwelling Units (AltDUs)** | Introduction of AltDU zoning should not contravene, and ideally be supported by, OCP policy. Such policy could be brief and simple ("The LTC may introduce zoning to permit alternative dwelling units in the following land use designations") or more detailed to addresses specific community concerns that arise during the community planning process or identify the land use designations where the use could be permitted.<br><br>Because most AltDU forms are not permanent, LTCs may not wish to permit them outright, and instead introduce policies to guide either rezoning applications or TUP applications where AltDUs are proposed.<br><br>LTCs should be aware that regional districts with building permitting authority are unlikely to be supportive of such a policy change and inspection and permitting may not be possible. |
| **Single-Family Dwelling Variations** | Introduction of zoning that permit SFD-like forms should not contravene, and ideally be supported by, OCP policy. Such policy could be brief and simple ("The LTC may introduce zoning to permit [insert desired housing form here] in the following land use designations") or more detailed to address specific community concerns that arise during the community planning process or identify the land use designations where the use could be permitted. |
| **Manufactured/Tiny Home/ RV Parks** | If an LTC is to consider proactively zoning land for this use, the OCP should have supportive policies that establish the criteria by which suitable land will be identified. |

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| OCP POLICY OPTIONS TO ADDRESS HOUSING NEED | |
|---|---|
| **OPTION** | **POLICY SUPPORT** |
| | Alternatively, if an LTC does not wish to proactively zone for this use the OCP should include supportive and guiding policies in the event that a rezoning or TUP application for such a use is received. |
| **Multi-Family Dwelling Units (Market)** | LTCs will wish to proactively zone land for market-rate multi-family development. In the event that an LTC wishes to consider this, the OCP should have supportive policies that establish the criteria by which suitable land will be identified.<br><br>Alternatively, if an LTC does not wish to proactively zone for this use, the OCP should include guiding policies in the event that a rezoning application for such a use is made. |
| **Multi-Family Dwelling Units (Affordable)** | LTCs may wish to proactively zone for this use, or at least ensure that rezoning applications for this use have a high probability of success. As such, the OCP should have supportive policies that establish the criteria by which suitable locations will be identified.<br><br>Alternatively, if an LTC does not wish to proactively zone for this use the OCP should include guiding policies in the event that a rezoning application for such a use is made. These should include land use designations where such a use will be considered and general expectations around housing affordability.<br><br>Staff recommend that affordable housing be permitted in most land use designations. This will remove the need for an OCP amendment when an application is received, thus speeding the rezoning process. |
| **Permit principal residential use of currently non-residential lots** | Introduction of zoning that permits commercial zoned lots to be used for principal residential use should not contravene, and ideally be supported by, OCP policy. |
| **Permit the conversion of commercial accommodation to residential use** | Allowing residential use of commercial-accommodation-zoned land should not contravene, and ideally be supported by, OCP policy. |

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| OCP POLICY OPTIONS TO ADDRESS HOUSING NEED | |
|---|---|
| **OPTION** | **POLICY SUPPORT** |
| **ZONING – DENSITY** | |
| **ADUs/AltDUs/Secondary Suites permitted in non-residential zones** | Introduction of this zoning permission should not contravene, and ideally be supported by, OCP policy. Such policy could be brief and simple ("The LTC may introduce zoning to permit ADUs/AltDUs/Secondary Suites in non-residential land use designations as accessory uses to non-residential uses") or more detailed to address specific community concerns that arise during the community planning process |
| **Multi-Family Density Bonus** | If LTCs plan to proactively rezone specific island areas to allow multi-family zoning with a provision for additional unit density contingent on a specified provision of affordable housing, the OCP should have supportive policies that establish the criteria by which suitable land will be identified and guidance regarding the market/non-market unit mix and affordability expectations. |
| **Subdivision Density Bonus** | If LTCs plan to proactively rezone specific Island areas to allow increased lot density with a provision for additional lot density contingent on a specified provision of lots for affordable housing, the OCP should have supportive policies that establish the criteria by which suitable land will be identified and guidance regarding the market/non-market unit mix and affordability expectations. |
| **Affordable Housing Amenity Zoning – Multi-Family** | LTCs can identify areas (land use designations) where they would be willing to entertain rezoning applications for multi-family development contingent on the provision of affordable housing. The OCP should have clear guidelines about the community's amenity expectations. |
| **Affordable Housing Amenity Zoning – Subdivision** | LTCs can identify areas (land use designations) where they would be willing to entertain rezoning applications for increased lot density contingent on the provision of land for affordable housing. The OCP should have clear guidelines about the community's amenity expectations. |
| **Flexible Zoning Model** | Introduction of this zoning permission should not contravene, and ideally be supported by, OCP policy. Such policy could be brief and simple ("The LTC may introduce flexible housing zones") or more detailed to address specific community concerns that arise during the community planning process |
| **Increase Density** | If the LTC plans to proactively rezone specific areas of the Island to allow increased lot density it would have to ensure that those areas are in an OCP land use designation with the appropriate maximum lot density. |

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| OCP POLICY OPTIONS TO ADDRESS HOUSING NEED | |
|---|---|
| **OPTION** | **POLICY SUPPORT** |
| **ZONING – CONSERVATION DENSITY** | |
| **Conservation Density Bonus/ Homeplate Zoning Model** | Because of the expectation that portions of a property developed under a homeplate zoning model would set aside land for conservation, forestry or farming, use of such a zoning provision would likely only come via rezoning application where the terms of the corresponding covenants could be negotiated. As such, an LTC wishing to support this option should ensure that its OCP contains guiding policies to assist staff and LTCs in navigating such an application. |
| **Ecovillage Zoning Model** | Because of the expectation that portions of a property developed under an ecovillage zoning model would set aside land for conservation, forestry or farming, use of such a zoning provision would likely only come via rezoning application where the terms of the corresponding covenants could be negotiated. As such, an LTC wishing to support this option should ensure that its OCP contains guiding policies to assist staff and LTCs in navigating such an application. |
| **Eco-Density Bonus** | Because of the expectation that the green building provisions of the zoning would have to be controlled by covenant, use of such a zoning provision would likely only come via rezoning application where the terms of the corresponding covenants could be negotiated. As such, an LTC wishing to pursue this option should ensure that its OCP contains guiding policies to assist staff and LTCs in navigating such an application. |
| **ZONING – SIZE, SITING AND MISCELLANEOUS** | |
| **Mixed-Use Zoning** | Introduction of zoning that permits residential use above commercial, or where height/storey limits are lifted for residential use above commercial should not contravene, and ideally be supported by, OCP policies. |
| **Floor Area/Footprint Limits** | Introduction of zoning that limits residential floor areas or footprints should not contravene, and ideally be supported by, OCP policies. |

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| OCP POLICY OPTIONS TO ADDRESS HOUSING NEED | |
|---|---|
| **OPTION** | **POLICY SUPPORT** |
| **TENURE** | |
| **Residential Rental Tenure Zoning** | OCPs should contain a policy acknowledging that LTCs could exercise this power under the Local Government Act. |
| **Strata Subdivision of ADUs** | If LTCs wish to entertain strata subdivision of ADUs from the principal dwelling on a lot, then OCPs should contain policies to guide decisions when such an application is received. Such policy could be brief and simple ("The LTC may consider strata subdivision of an accessory dwelling unit from a principal dwelling unit on a lot") or more detailed that addresses specific community concerns that arise during the community planning process |
| **WORKFORCE HOUSING** | |
| **Require Workforce Housing as a Condition of Commercial/Industrial/ Institutional Zoning** | If LTCs wish to proactively zone commercial/industrial/institutional areas to require workforce housing for new development, such zoning should not contravene, and ideally be supported by, OCP policies. |
| **Seasonal Workers Housing** | If LTCs wish to proactively zone land to permit seasonal worker housing, such zoning should not contravene, and ideally be supported by, OCP policies.<br><br>More likely such a use would be established by rezoning/TUP application, in which case the OCP should include guiding policies in the event that an application for such a use is made. These should include land use designations where such a use will be considered and guidance about housing form and servicing. |

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| OCP POLICY OPTIONS TO ADDRESS HOUSING NEED | |
|---|---|
| **OPTION** | **POLICY SUPPORT** |
| **SENIORS HOUSING** | |
| **Zone for multi-family seniors housing** | If LTCs wish to proactively zone land to permit multi-family senior's housing, such zoning should not contravene, and ideally be supported by, OCP policies.<br><br>More likely such a use would be established by rezoning/TUP application, in which case the OCP should include guiding policies in the event that an application for such a use is made. These should include land use designations where such a use will be considered and guidance about housing form and servicing. |
| **Accommodate Aging in Place** | See policy rows above about ADUs, AltDUs, and flexible housing/zoning. |
| **AGRICULTURAL/FARM LAND** | |
| **Consistency with Agricultural Land Commission (ALC) regulations** | Most OCPs likely already contain a policy that ALR land will be regulated in a manner consistent with the ALC's policies and regulations. Regardless, LTCs may wish to revisit those policies to ensure that any zoning changes that amend residential use of ALR land are consistent with OCP policy. |
| **Consider additional density for non-ALR farmland** | If LTCs intend to amend the zoning of large non-ALR farms, such a change should be consistent with OCP policy. Such a policy could consider minimum lots sizes and other criteria by which land could be considered for such a zoning change. |
| **Consider if any ALR land should be considered for exclusion for residential purposes** | If there is ALR land that is determined to be suitable for additional residential development this land could/should be identified in the OCP as a candidate for a future ALR exclusion application by the LTC. |

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| OCP POLICY OPTIONS TO ADDRESS HOUSING NEED | |
|---|---|
| **OPTION** | **POLICY SUPPORT** |
| **DENSITY TRANSFER** | |
| **Density Transfer Mechanism** | OCPs should contain policies to guide the transfer of latent residential development potential away from areas where such development is undesirable (sensitive ecosystems, groundwater recharge areas, car-dependent areas, etc) and toward areas where development is more desirable.<br><br>These policies should be clear and easy for landowners to engage. |

| ADMINISTRATIVE POLICY OPTIONS TO ADDRESS HOUSING NEED | |
|---|---|
| **OPTION** | **DESCRIPTION** |
| **Application Processing** | LTCs could request extra resources for land use applications for affordable housing projects. |

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# TOOL 4 – Potential Suitable Land Analysis

PLACE-HOLDER

# TOOL 5 – Potential Build-Out Analysis

## 5.1 Subdivision Potential Mapping Methodology

The purpose of this mapping analysis is to calculate the total number of residential lots that could hypothetically be created by subdivision within a local trust area or major island under the current zoning. The outcome is delineated on a map showing subdividable parcels, the total number of additional potential lots for each parcel, and a summary table.

1. Where a planning project requires a subdivision potential map, the project manager will consult with the Information Services Manager early in the project development stage to establish the scope of the exercise and determine if internal staff resources will be available or if the project budget needs to identify specific funding to support an external contractor. The project manager and Information Services Manager will coordinate the timeline for the mapping work.

2. The project manager or delegated planner will complete an Excel table provided by Information Services identifying existing residential zones and their associated minimum average lot size (in hectares).

3. GIS will utilize the presented model and associated Python algorithm to calculate the maximum number of additional lots per parcel (subdivision potential).

4. Standard Exclusion Criteria Include the following:
   - Zones where residential use is only permitted as an accessary use.
   - Local Trust Area (LTA) associated islands, except where subject of a project.
   - Parks or Protected Areas.
   - Strata common property.

5. A draft map will be prepared by Information Systems for review by the designated planner. The designated planner will verify and adjust the preliminary results, considering island-specific exceptions. Examples include:
   - Remainder lots where further subdivision is restricted by covenant
   - Comprehensive Development zones
   - Corporate Co-ops
   - Other local trust committee (LTC) covenants which restrict further development.

6. Following review by the designated planner, a final version will be produced by Information Systems as a pdf. The map shall be produced using a standard format, include a summary table, be dated and include the following disclaimer note:

   "Limits on future subdivision potential which may exist but are not considered include lot configurations, park dedication, access, servicing requirements, topography, and covenants."

## 5.2 Dwelling Potential Map Methodology

The purpose of this mapping analysis is to calculate the total number of dwellings that could hypothetically be developed within a local trust area or major island under the current zoning. The outcome is delineated on a map showing vacant parcels and the total number of additional potential dwellings, and a summary table of potential additional dwellings by zone. The exercise can be limited to calculating potential dwellings alone, but is typically undertaken in conjunction with a subdivision potential analysis.

1. Where a planning project requires a dwelling potential map, the project manager will consult with the Information Services Manager early in the project development stage to establish the scope of the exercise and determine if internal staff resources will be available or if the project budget needs to identify specific funding to support an external contractor. The project manager and Information Services Manager will coordinate the timeline for the mapping work.

2. Calculations will be based on BC Assessment Authority (BCAA) "Actual Use Codes" which identify "vacant" parcels. The map shall identify the parcels which BCAA have currently classified as 'Vacant Parcels' within the specified zones. The summary table will also include 'Vacant Parcels' for each zone type, and the total column will be labelled 'Total potential dwellings'.

3. A draft map will be prepared by Information Systems for review by the designated planner. The designated planner will verify and adjust the preliminary results, considering island-specific exceptions. Examples include:
    - Remainder lots where further development is restricted by covenant
    - Zones where dwellings equivalent to lots are permitted
    - Comprehensive Development zones
    - Corporate Co-ops
    - Other local trust committee (LTC) covenants which restrict further development.

4. Following review by the designated planner, a final version will be produced by Information Systems as a pdf. The map shall be produced using a standard format, include a summary table, be dated and include the following disclaimer note:

    "Dwelling information is derived from BCAA data, and does not account for secondary dwellings such as cottages and suites".

Islands Trust

# TOOL 6 - Housing Action Plan/Local Housing Strategy Template

**INSTRUCTIONS**

**What is a Housing Action Plan/Local Housing Strategy?**

A Housing Action Plan/Local Housing Strategy aggregates the several actions that an LTC or island municipality will undertake to help address its island's housing challenges.

If an LTC or island municipality has set specific housing targets, then the action plan should include initiatives that will help meet those targets. Actions included in the plan should be achievable within the political term.

# [INSERT NAME] ISLAND HOUSING ACTION PLAN/LOCAL HOUSING STRATEGY (DRAFT XXXXXX 2023)

## Why Develop a Housing Action Plan/Local Housing Strategy for [INSERT NAME] Island?

**INSTRUCTIONS**

The purpose of this section of the Housing Action Plan/Local Housing Strategy is to summarize some of the main housing challenges, past efforts to address them, and linkages to other agencies' work.

**EXAMPLE TEXT BELOW**

The traditional approach to land use planning on the Islands in the Islands Trust Area has resulted in zoning that has almost exclusively supported the development of single-family dwellings, thereby limiting diverse housing options. Lack of housing inventory and increasing property values in recent years have made purchasing and renting existing housing stock less accessible for those currently living on [INSERT NAME] Island who do not own property.

The limitation of housing options has been a key concern on [INSERT NAME] Island for over [INSERT TIMEFRAME]. Over time a number of steps have been taken to address housing needs on [INSERT NAME] Island. These steps have included:

- [INSERT RECENT HOUSING INITIATIVES]

While efforts to meet housing needs on [INSERT NAME] Island have resulted in land use policy and regulatory support for a mix of housing options there is more that can be done. This Action Plan identifies a number of policy and regulatory options across [INSERT NUMBER OF] action areas. These initiatives would enable an increase in the diversity of housing in suitable areas. Implementing these options will require clear direction and focus. This [INSERT NAME] Island Housing Action Plan is designed to provide this focus.

[INSERT NAME] Island's Housing Action Plan compliments the [INSERT NAME] Regional District's[1] [NAME] Housing Strategy and would be aligned with strategic action related to addressing housing need Trust Wide.

## Housing for Who?

### INSTRUCTIONS

The purpose of this section of the Housing Action Plan/Local Housing Strategy is to identify housing needs on the island as described in the Housing Needs Assessment or in other local reporting efforts.

**EXAMPLE TEXT AND TABLE BELOW**

A diversity of housing options are needed for seniors, families and workers who do not currently own land as well as seniors who own properties on the island but would like to downsize. The housing that is needed for [INSERT NAME] Island falls within the shaded area on the spectrum of housing needs in the table below.

**Table 1: Spectrum of Housing Needs [SHADE ACCORDINGLY BASED ON ISLAND'S SPECIFIC HOUSING NEEDS]**

| Short-Term Accommodation | Affordable Housing | | Market Housing | |
|---|---|---|---|---|
| Emergency Shelter and Transitional | Affordable or Below Market Rental | Affordable and Below Market Ownership | Market Rental Housing | Single Detached Market Housing |

[1] Assuming there is a corresponding regional housing strategy

Information provided by [INSERT RELEVANT DOCUMENT NAMES AND LINKS] identify that the primary housing need on [INSERT NAME] Island is for [INSERT NEEDED HOUSING TYPE AND TARGET DEMOGRPAHIC]. As defined by BC Housing, "housing is considered affordable when 30 per cent or less of your household's income goes toward paying for your housing costs." Census statistics reveal that about [XX]% of households on [INSERT NAME] Island are spending more than 30% of their income on housing according to 2021 Statistics Canada data.

[NOTE ANY FINDINGS FROM LOCAL COMMUNITY GROUP RESEARCH ON HOUSING CHALLENGES, EG.] "Recent surveys undertaken by the [INSERT NAME] Island Housing Society for their proposed rental housing indicates that while there are some families in need of affordable housing there are a significant amount of seniors looking for alternative housing options. About [XX]% of the population are 60+. While there are some seniors who are seeking affordable housing options, there are others that currently own homes and are looking to downsize and age in place. Based on this it can be assumed that there would be interest in some market rental housing. Market rental may also be required in multi-family developments to offset non market units as has been the case with BC Housing funded projects."

There are a number of individuals providing valuable services to the community whose living conditions are not ideal. The full year rental market is limited and insecure. There are households that are only able to rent for part of the year from non-residents who use their properties in the summer.

Updating needs assessments for the Islands Trust Area is a priority for the 2024/25 fiscal year. This will provide additional understanding of housing needs that may not be captured by the preliminary update for [INSERT NAME] to be attached to this action plan.

## Housing Action Plan Goals and Actions

### INSTRUCTIONS

The purpose of this section of the Housing Action Plan/Local Housing Strategy is to describe the goals and the actions proposed to meet those goals.

**What is a Goal?**

Goals are desired outcomes to be accomplished over a longer timeframe. In the LTC or island municipality's case, this would typically mean within the current political term. Goals are generally directional statements that focus on desired results and do not usually describe the methods that will be used to reach those intended outcomes.

Example goals for a housing project could be:

- Reduce the number of [XXXXXX] Island residents in core housing need;
- Facilitate more diverse housing options on [XXXXXX] Island for low-and-middle income residents;
- Remove barriers to the creation of workforce housing on [XXXXXX] Island.

**What is an Action?**

Actions are the specific changes that the LTC intends to make in order to achieve its goals.

Staff suggest that LTCs frame their planned housing actions using a "What, Where, How" framework.

"What" is meant to facilitate the creation of the types of housing the island needs based on the island's Housing Needs Assessment or other locally-produced reports.

"Where" is meant to identify the parts of the island best suited for increased residential density given the Islands Trust mandate and other considerations.

"How" are the types of coordination or advocacy actions an LTC or island municipality can take to advance housing initiatives beyond the zoning that would enable them.

**EXAMPLE TEXT BELOW**

The housing actions and related initiatives for [INSERT NAME] Island fall under [X] key goals. These goals with related actions and specific policy and regulatory options are identified below.

## EXAMPLE HOUSING ACTION PLAN

### Goal 1: Increase Housing Options (WHAT can be built)

This goal focuses on **WHAT** kind of development should be supported through changes to land use policies and regulations. Permitting, through amendments to Official Community Plan (OCP) policies and to zoning, the ability to build a mix of housing in a diversity of locations (using housing agreements where feasible), is the strongest tool LTCs have to support housing affordability. This can increase the potential for property owners, non-profit and government organizations to build units that address housing needs. Suitable land analysis should be considered with all land use initiatives.

Action 1: Expand Opportunities to Build Secondary Suites and Accessory Dwelling Units

This action supports implementing and expanding the ability for private landowners to provide rental and ownership options by permitting increases in the number of accessory dwelling units (ADUs) that can be built on single lots and enabling strata ownership of smaller dwelling units created. Policy and regulatory changes related to this action are:

- OCP - Requiring worker housing for all commercial rezoning;
- OCP - Supporting strata subdivision of ADUs in suitable areas;
- LUB - Expanding secondary suites in suitable areas;
- LUB - Expanding permission for ADUs on smaller lots;
- LUB - Expanding flexible housing regulation to more areas, which allows additional dwellings with a combined maximum floor area

Action 2: Increase Opportunities for Non-Profit Housing Development

One of the biggest impediments to building housing that is affordable is the cost of land. This action area focusses increasing the opportunity for land to be donated for the building of affordable housing by a not for profit organization. The policy and regulatory options related to this action are:

- OCP - permitting non-profit housing in most OCP designations;
- OCP - Permitting rezoning for limited subdivision provided there is a donation of a lot for affordable housing;
- OCP - Designating suitable land to permit rezoning for subdivision in exchange for lots donated for affordable housing (to be secured with covenant);
- OCP - Allowing rezoning for non-market housing in all land use designations (including school properties, parks, community service);
- LUB - Allowing smaller lot subdivisions for non profit affordable housing; and
- LUB - Rezoning existing land zoned for multiple dwellings to address housing need

Action 3: Permit Alternative Housing Approaches

This action area supports unique approaches to increasing housing supply by increasing permission to live in alternative dwellings and in areas where dwellings are not currently permitted. This action also includes requiring workforce housing for commercial/institutional and industrial rezoning. Policy and regulatory options related to this action are:

- OCP - Permitting rezoning for modular home villages;
- OCP - Developing TUP guidelines for tiny homes;
- LUB - Allowing more zones to have some measure of housing outright;
- LUB - Pre-zoning for manufactured/mobile/tiny home parks; and
- LUB - Increasing building height to increase residential potential in commercial and other suitable areas

Action 4: Reduce Ecological Footprint of New Builds

This action focusses on reducing the impact of new builds on groundwater and reducing lot coverage. Bylaws developed for North Pender Island and Galiano Island can be used as reference.

- LUB - Requiring freshwater cisterns for all new builds;
- LUB - Updating potable water requirements for subdivision;
- LUB - Establishing floor area maximums where appropriate; and
- LUB - Prohibiting groundwater-fed swimming pools.

**Goal 2: Balance Housing Needs with the Preserve and Protect Mandate (Identifying WHERE to put housing)**

This goal requires understanding **WHERE** additional density and intensity of land use will have the least negative impact on the land. Suitable locations are those that have reliable potable water, are outside of sensitive ecosystems, and are located close to community services and amenities. Location suitability will also consider First Nations interests.

Action 1: Suitable Land Analysis

Suitable land analysis will help to identify locations appropriate for expanding flexible housing and other initiatives to permit additional housing units and supporting multi-family housing rezoning applications. This action builds on work already done through the Flexible Housing Project that used groundwater availability mapping and other data to determine areas where an increase in housing would have the least potential negative impact. [INSERT NAME] Island will be able to benefit from work being done at a Trust Wide level to gather other data that can be used to identify suitable land.

Related policy amendment:

- OCP - Include schedule maps identifying land suitable for ADUs

**Goal 3: Develop Partnerships to Build Housing (HOW to get housing built)**

Once the policies and regulations are in place to enable housing options, **HOW** the housing gets built will depend on private land owners, government agencies and not-for-profit organizations. Housing, no matter how small the dwelling, is expensive to build. Reducing the cost and barriers to building a diversity of housing on the island is

multi faceted given the number of jurisdictions involved in different aspects of housing from subdivision approvals to building code to regulating drinking water and sewage (see chart in Appendix X).

As a land use authority, the [INSERT NAME] Island LTC has the opportunity to apply for CMHC Housing Accelerator Funding that could be directed to support the costs to build. Subsidizing private landowners to develop smaller units and subsidizing the predevelopment costs and some of the development costs of non-profits building multi-family housing on [INSERT NAME] could go a long way in facilitating the creation of affordable ownership and rental units. As the Islands Trust governance model does not allow for the direct transfer of funds to private landowners or not for profit organizations, if the [INSERT NAME] LTC receives funding to build housing it will need to partner with another government agency. The two actions below identify partnership-building opportunities that are related specifically to directing funding and developing partnerships to build housing.

Action 6 - Accessory Dwelling Unit Incentive Program

This program is supported by the CRD's Gulf Islands Housing Plan and is currently in development. There is potential for this program to be expedited if [INSERT NAME] LTC is successful in receiving CMHC funding through the Housing Accelerator Fund. If this is the case, [INSERT NAME] Island will be a pilot for a future roll out to other Islands as other funding becomes available. This action would involve the following:

- Providing grants to support the development of ADUs (secondary suites, carriage/coach houses, cottages, garden sites)
- Developing a housing agreement program for private landowners developing rental options

Action 7 – Developing Partnerships with Not-for-Profit Housing Providers

There are limited opportunities to partner with Not-for-Profit Housing providers and funders as the small scale of housing development suitable for the Islands is not a key focus for these organizations. Habitat for Humanity is one organization that focuses on smaller scale affordable ownership housing for families and could be a good match for [INSERT NAME] Island. Given this, working with Habitat for Humanity to identify options for donated land and help to facilitate partnerships and supports to build Habitat homes will likely be a priority for the [INSERT NAME] Island LTC.

## Implementation

The table below identifies the anticipated timing for the implementation of the actions in the Housing Action Plan as well as responsibilities.

Islands Trust

**Table 2: Housing Action Plan Implementation**

| ACTION | 2023/24 | 2024/25 | 2025/26 | 2026/27 | Responsibility / Partners[2] |
|---|---|---|---|---|---|
| **Goal 1 - Balancing housing interests with preserve and protect mandate: Identifying WHERE to put housing** | | | | | |
| Action 1: Suitable Land Analysis | To be undertaken at Trust Wide level | | | | RPT, SFWS, IS, IP |
| | | | | | |
| **Goal 2 – Increasing Housing Options: Permitting WHAT can be built** | | | | | |
| Action 2: Secondary Suites/ ADUs | | Goal will be to complete these actions by the end of term (November 2026).<br><br>Timing will depend on approach taken (concurrent action implementation or separated). It will also depend on Trust Council support of business case (BC) allocating funding and staff time. | | | RPT, Island Planner |
| Action 3: Increasing Non Profit Housing Opportunities | | | | | |
| Action 4: Housing Alternatives | | | | | |
| Action 5: Reduce Ecological Footprint of New Builds | | | | | |
| **Goal 3 – Developing Partnerships to Build Housing: HOW to get housing built** | | | | | |
| Action 6 – ADU Incentive Program | Development and Implementation of Program. Implementation will depend on funding and CRD. | | | | RPT, CRD |
| Action 7 – Partnerships with Not For Profit Housing Providers | This action focusses primarily on the exploring the potential for Habitat for Humanity to build housing on [INSERT NAME] Island. This work is currently in progress. | | | | RPT, Habitat |

RPT – Regional Planning Team
SFWS – Senior Freshwater Specialist
IS – Information Services
CRD – Capital Regional District

[2] Cooperation and coordination with relevant agencies including with Regional Districts should be considered at all stages.

# Tool 7 - Annotated Bibliography of Housing Reports

The purpose of this document is to provide Islands Trust staff, trustees, and community members with a summary of all known reports as of June 2023 about housing, both affordable and market, authored by, commissioned by, or applying to, the Islands Trust since 1994. This list may not be exhaustive and staff and trustees are invited to contact the Regional Planning Team if there are additional reports that should be included.

All reports referenced here are available for review under the Reports and Resources section at https://islandstrust.bc.ca/programs/housing-affordability/.

Documents are cited in the format **Title**, Year, Source.

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## Trust-Wide

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### Options for Affordable Housing: New Solutions to the Housing Crisis in the Islands Trust Area

2003, Islands Trust

#### Summary

A high-level Islands Trust-produced document acknowledging the islands' housing challenges and summarizing various approaches that LTC's can take to tackle housing issues on individual islands. It covers the following topics: affordable housing complexes; co-ops, mutual and co-housing; land banks and community land trusts; secondary suites/cottages ("Perhaps the most readily available, and inexpensive, source of rental housing stock would be that created within existing buildings and residences on private land throughout the islands"); density bonuses; cluster and cottage housing; other zoning changes; and housing agreements. It provides some analysis of all these options in the context of Trust policies and island character.

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### Seniors Housing Strategy – Technical Analysis

2010, Islands Trust (Planit Solutions Land Use Consulting Ltd.)

#### Summary

A document providing information to inform the development of a Seniors Housing Strategy. The document focuses on the barriers that rural and island communities face in supporting aging in place and seniors' housing.

Based on a literature review, this document recommends a strategy framework built around the following goals:

- Provide appropriate housing for older adults through maintenance, renovation, and modification of existing homes
- Produce new housing that meets the needs of older adults and seniors while not distracting from the existing character of the neighbourhood or community
- Provide affordable and diverse housing to meet the needs of low and moderate income seniors

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## Seniors Housing Strategy – A Seniors Housing Strategy for Island and Rural Communities in British Columbia

2010, Islands Trust (Planit Solutions Land Use Consulting Ltd.)

### Summary

This strategy was commissioned by Islands Trust with funding from UBCM. It is constructed around three primary themes for supporting seniors housing and age-friendly communities:

- Provide appropriate housing for older adults through maintenance, renovation, and modification of existing homes
- Produce new housing that meets the needs of older adults and seniors while not distracting from the existing character of the neighbourhood or community
- Provide affordable and diverse housing to meet the needs of low and moderate income seniors

While some of the recommendations pertain to the types of land use powers that Islands Trust could bring to bear, implementation of this strategy in whole would have to be a multi-agency effort.

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## Affordable and Special Needs Housing – Application Guide

Unknown, Islands Trust

### Summary

A process document to guide affordable housing developers through the approvals process. It is detailed, but convoluted, and should be updated if it is to be a relevant document.

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## Islands Trust Community Housing "Tool Kit"

2010, Islands Trust (JG Consulting Services Ltd)

### Summary

The report commissioned by Islands Trust is intended to be a "tool kit" summarizing the various mechanisms available to assist Islands Trust in the development and implementation of policies and procedures to encourage and support the development of affordable housing in the Trust Area. It summarizes commonly used techniques that had proven successful in other jurisdictions and that are available to Islands Trust under their mandate and authority. To the report is appended a detailed review

of Trust-related and other housing documents from the 1990s to 2010. The report also identifies a range of common barriers to the creation of additional affordable housing in the Trust Area. These include: process, policy, funding/cost, regulatory (Trust and non-Trust), affordability maintenance, NIMBYism, and affects on rural/neighbourhood character. It is a mid-level policy document, describing the areas of the Policy Statement, OCPs, or LUBs that need revision and the type of amendments required, but does not go so far as to specify exactly what those amendments should say.

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### Community Housing in the Trust Area – Final Report

2016, Islands Trust

#### Summary

This staff-authored report summarizes the discussions and recommendations which emerged from a significant 2016 Community Housing Forum that brought together Islands Trust trustees, staff, and a range of stakeholders with an interest or involvement in the delivery of affordable housing in the Trust Area.

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### Affordable Housing in the Islands Trust Area – Baseline Report

2016, Islands Trust

#### Summary

This report details existing OCP policies and LUB regulations as they relate to the provision of affordable or accessory housing in the Trust Area. It also includes an inventory of existing multi-family affordable housing developments within the Trust Area. This document is an important starting point for future discussions about policy or regulatory changes around affordable housing.

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### Community Housing Needs

2019, Islands Trust Council

#### Summary

This staff-authored report provides an update to the 2016 Affordable Housing in the Islands Trust Area Baseline Report and corresponding Community Housing in the Islands Trust Area – Final Report. The baseline table of current housing policy and regulation in the Trust Area is updated, and staff provide several additional recommendations to those offered in 2016. The full suite of recommended Trust actions is provided as a standalone table. This report is valuable as it is well-grounded with Islands Trust's existing authorities.

# Housing Needs Assessments

### Islands Trust Housing Needs Assessment – Phase 1

2008, Salt Spring Island Local Trust Committee (JG Consulting Services Ltd.)

#### Summary

The purpose of Phase 1 of the SSI housing needs assessment was to research basic demographic and housing supply information, and to identify if the perceived shortcomings in the housing market are corroborated by the available statistical information. The research confirmed virtually all perceptions about a crisis of affordability, and the critical and increasing need for more affordable housing to satisfy Salt Spring population's most basic requirements. Generally, the available supply of housing on the island was at least double the price than that which would be affordable to a medium income earner on Salt Spring Island.

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### Housing Needs on Hornby and Denman Island – Final Report

2008, Hornby Island Community Economic Enhancement Corporation (Eberle Planning and Research)

#### Summary

Snapshot of housing needs on Hornby and Denman Islands in 2008. Developed through a combination of 2006 Statistics Canada census data, community surveys, and interviews with key informants. Identifies that renters and elderly residents were in particularly precarious housing situations on both islands.

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### Gabriola Island Affordable Housing Needs Assessment

2009, Islands Trust (Weller Consulting)

#### Summary

Snapshot of housing needs on Gabriola Island in 2009. It was developed through a combination of 2006 Statistics Canada census data, as well as interviews with key informants, such as employers, service providers, and people experiencing housing challenges. According to the statistical analysis, low-income singles and lone parents were most at risk of not having affordable, safe housing. The report concludes that the most important recommendation is to create an organization that coordinates efforts to address the Island's housing challenges. It also advocates for the creation of an organization to coordinate seniors' issues on the island, as well as making specific recommendations for agencies with jurisdiction over various aspects of housing provision.

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## Islands Trust Housing Needs Assessment – Phase 2

2009, Salt Spring Island Local Trust Committee (JG Consulting Services Ltd.)

### Summary

The purpose of Phase 2 of the SSI housing needs assessment was to seek community confirmation about the key findings of Phase 1 and provide an update on market conditions given the financial crisis that was taking hold in 2008. Phase 2 consisted of interviews and surveys with 25 key informants – individuals with particular knowledge of Salt Spring residents and their housing issues, namely through their involvement in local service agencies. The report provides informant observations across a number of housing issues. These include: most urgent needs; families with children; housing condition; population diversity; among others. The report provides a range of recommendations that Islands Trust could consider, paramount among them being the development of a Salt Spring Island Affordable Housing Strategy.

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## Southern Gulf Islands Housing Needs Assessment – Phase 2 – Community Consultations *(draft)*

2017, Unknown

### Summary

A summary of what the consultant learned through stakeholder questionnaires, correspondence, and discussion; online residents survey; online employer survey; resident housing-related input from SGI 2020 Listening Tour; and informal discussions and correspondence. While there are no recommendations, survey respondents were asked to provide feedback on housing solutions that they favoured, the results of which are interesting, identifying legalizing secondary suites, cabins, and tiny homes as the most important priority areas.

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## Housing Needs Assessment: Northern Region of Islands Trust

2018, Islands Trust (Dillon Consulting)

### Summary

This Housing Needs Assessment tries to replicate the methodology used by JG Consulting for the 2016 Salt Spring Island Housing Needs Assessment. It reviews 2016 federal census data (housing, age, income), population projections, an online survey component, and stakeholder meetings/interviews.

While population projections and housing needs differ for each island, the following general challenges were identified:

- Unaffordability relative to income (because of limited on-Island employment, fixed income seniors, and artisans/craftspeople with limited incomes)
- Unhealthy conditions
- Insecure tenure (because of short-term vacation rentals)
- Lack of housing options

## Southern Gulf Islands Housing Needs Assessment

2018, Capital Regional District (JG Consulting Services Ltd.)

### Summary

A thorough Housing Needs Assessment presented with the following structure:

- Demographics: to gain an understanding as it may relate to housing needs
- Affordability: what is the "ideal" housing supply to meet this need
- Housing supply: numbers and prices of existing rental and homeowner options
- Affordability of the supply: incomes required to afford the existing supply
- Community perspectives: opinions and experiences around housing needs
- Gaps in supply: identification of where the supply does not meet the demand

The report concludes that, "All evidence clearly points to serious shortages in secure, appropriate and affordable housing for low to moderate income earners. Renters are particularly impacted as their incomes are insufficient to enter into the homeownership market, and the limited number of rental properties are increasingly vacant seasonally or placed in the vacation rental market. Community members strongly described the housing situation as bordering on crisis, and as having serious impacts on themselves and their families, community well-being and economic sustainability."

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## Housing Needs Report – Bowen Island

2020, Bowen Island Municipality (Urbanics Consulting)

### Summary

A Housing Needs Assessment for Bowen Island Municipality. The Housing Needs Assessment anticipates that Bowen Island will require 164 new households by 2031. The strategies contained in the Action Plan section of the document provide a variety of potential paths to meet the Island's housing objectives.

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## Capital Regional District Housing Needs Assessment – Salt Spring Island

2020, Capital Regional District (Urban Matters Ltd.)

### Summary

A Housing Needs Assessment based on review and analysis of Statistics Canada, CMHC, BC Assessment, BC Stats, AirDNA, and Islands Trust data, as well as stakeholder interviews and other forms of community engagement.

Among the conclusions in the report:

"The rental affordability gap analysis showed that in comparison to median household incomes, the secondary rental market is unaffordable to all households, especially to individuals living alone and in lone parent families."

"In comparison to median incomes for 2015, non-waterfront residential homes at the average 2016 sales price were unaffordable for all household types. Based on the affordability threshold of housing costs being no more than 30% of gross household income, a single-detached home is out of reach for most households making the median income, even couples with children who tend to make higher incomes than other household types."

As of 2020, there were 67 Salt Spring Island households on BC Housing's waitlist.
Stakeholders reported that Salt Spring Island has the highest per capita rate of homelessness in the province.

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# Southern Gulf Islands

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### CMHC Housing Supply Challenge

2022, Southern Gulf Islands Tourism Partnership and Southern Gulf Islands Housing Coalition (City Spaces Consulting)

### Summary

City Spaces was commissioned by the above organizations to make a supportive case for the establishment of, at minimum, a Housing Navigator Service for the Southern Gulf Islands to help guide non-profit organizations through the development approvals process, or, in the best case, a Gulf Islands Housing Entity that could provide not only guidance services but also be a clearing house for numerous affordable housing-related issues. Based on 40 interviews, the document details the challenges associated with building housing on the islands and provides a useful picture for Islands Trust staff of how the development application process, and their role in it, is perceived by housing developers. It makes the case for greater clarity and more streamlined processes.

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### Southern Gulf Islands Housing Strategy

2022, Capital Regional District

### Summary

A recent report describing the levers potentially available to the CRD to increase the stock of affordable housing in the Southern Gulf Islands. It focuses primarily on overcoming the high cost of building that inhibits both multi-unit developers and single-family owners wishing to provide legal secondary suites or other accessory dwellings. Mechanisms could include establishing a CRD Rural Housing Program, using surplus CRD land for affordable housing development, and working with building inspection staff to

authorize alternative approvals. It recommends advocacy to Islands Trust as part of an inter-agency roundtable.

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### Southern Gulf Islands Housing Feasibility Analysis

2022, Capital Regional District (Wiser Projects)

#### Summary

A detailed housing pro-forma analysis of various housing types to determine which, if any, can meet the affordability targets outlined in the 2018 SGI Housing Needs Assessment.

Findings of the analysis are as follows:

- All unit types, other than 2-bedroom secondary suites, have a funding gap
- Renovation to create secondary suites was the most financially feasible option, followed by new secondary suites
- Multi-family residential developments provided a more financially feasible way to create rental units than standalone cottages due to their lower construction cost per square foot and availability of federal funding
- Cottages were the least feasible option

This is an important document for its attention to building costs, which are not always well-considered in Islands Trust housing policy projects.

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### Southern Gulf Islands Updated Housing Market Analysis

2022, Capital Regional District (Urban Matters)

#### Summary

A short update on the 2018 Southern Gulf Islands Housing Needs Assessment based on current housing costs. It concludes that the gap between incomes and housing costs on the Southern Gulf Islands appeared to have widened since 2018. The rental situation is described as "desperate." Housing supply is limited and lacks diversity.

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## North Pender Island

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### North Pender Island Affordable Housing Report

2008, North Pender Island LTC

### Summary

In January 2008, the North Pender Island Local Trust Committee established an Affordable Housing Task Force composed of Pender residents to look at housing needs on the Island and report back with affordable housing options. The purpose of the affordable housing needs assessment work was to identify the extent of community views on housing needs on North Pender Island and to provide housing options that would begin the implementation of the North Pender Island Official Community Plan (OCP) policies.

Specifically, this report:

- Presents a demographic profile of North Pender Island
- Outlines housing issues and challenges on the Island
- Presents community comment on housing (i.e. housing need survey response)
- Suggests areas for various housing options, types, and tenure
- Offers housing forms that can be placed in existing neighbourhoods
- Introduces strategic housing choice considerations for the future, including the development of North Pender Island Affordable Housing Plan in 2009

The report's recommendations are a high-level summary of options that may be available for the North Pender LTC to explore.

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## Mayne Island

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### Mayne Island Housing Options Task Force Report

2011, Mayne Island Local Trust Committee

### Summary

This task force report was the product of a six-member LTC-commissioned task force. The task force gathered Island perspectives through meetings, interviews, and surveys. It notes that diverse housing options promote the type of diverse community needed to be sustainable. It acknowledges that housing needs are subject to market and demographic forces and so should be regularly monitored and approaches re-assessed. It suggests that Mayne Island's housing challenges should only be addressed with careful consideration of available water supply, environmental impacts, and the rural nature of Mayne Island.

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### Mayne Island Housing Regulations and Policy Review (DRAFT)

2019, Mayne Island Local Trust Committee

### Summary

A discussion paper summarizing current housing policy and regulations on Mayne Island, as well as amendment options available to the Mayne Island LTC given the findings of the 2018 Southern Gulf

Islands Housing Needs Assessment which determined that "all evidence clearly points to serious shortages in secure, appropriate and affordable housing for low to moderate income earners." The paper was written in the context of Mayne Island LTC's expressed interest in exploring options for smaller footprint homes.

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### Designing the Future of Mayne Island – The Strategic Plan

2020, Designing the Future of Mayne Island Organizing Committee

#### Summary

A local initiative that looks at the Island's needs as a whole (health care, education, community), rather than just through an Islands Trust land use lens. The report describes the 1000 volunteer hours that went into its production, based on workshops, surveys, and a summit. It appears that it would take significant volunteer commitment to implement. The report states "It comes as no surprise that the underlying theme of these action vectors is sustainability – sustainability in terms of better health outcomes and home care for our aging population; sustainability and resilience against climate change, including food security; sustainability with regard to finding home accommodations for young families and workers to fill the jobs needed to run the island; and sustainability in terms of community building and job creation. The seven outcome resolves address ways of maintaining and renewing the high level of quality of life we have enjoyed, and shared with the land, for generations."

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## Galiano Island

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### Housing on Galiano: Trends, Needs and Demands

2014, M. Thomson Consulting

#### Summary

A housing-needs-assessment-type report that appears to have been commissioned to justify the need for the Galiano Green affordable housing development. It provides a review and analysis of Galiano's demographic, housing, and income information to conclude that the gap between median income and current house prices means that there is justification for the creation of a development like Galiano Green which is intended to provide an affordable ownership option.

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## Bowen Island Municipality

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### Bowen Island Affordable Housing Strategy – Draft

2007, Bowen Island Municipality (Eberle Planning and Research)

### Summary

The Bowen Island Affordable Housing Strategy was developed through BIM's Affordable Housing Strategy Committee which consisted of members from the Bowen Community Housing Association, municipal staff, council liaison, and other community representatives, along with a housing needs assessment and additional community input.
It is centred around six goals identified by the group:

- Adequate supply of rental housing for low-income households
- Adequate supply of rental housing for people with special needs
- Affordable rental housing for moderate-income households
- Entry-level ownership housing for moderate-income families
- Diverse financing and housing options, and alternative ownership and tenure arrangements for families, couples, singles, empty-nesters, and seniors
- Suitable housing and support to enable seniors to age in place

The strategy suggests that municipally-owned housing corporations have proven to be the most successful model for creating non-market housing in Canada to date.

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## Hornby Island

### Hornby Island Advisory Housing Committee Report

2004, Hornby Island LTC

### Summary

A report emerging from an advisory committee convened following the 2000-2003 OCP review specifically to look at housing issues on Hornby Island. It summarizes the community engagement that was done and the trends that were identified. It begins from the premise that there was a strong interest in maintaining a diverse community, while the prevailing trend at the time was an aging population and decreasing school enrolment numbers. Other factors influencing housing on the Island include physical limits (water, sewer servicing) and short-term vacation rentals by the majority non-resident property owners. It includes recommendations for the LTC and the community generally.

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### Secondary Accommodation Units: A Housing Option for Gulf Islands and Other Small Communities

2008, Hornby Island Community Economic Enhancement Corporation (HICEEC)

### Summary

A document funded by Affordability and Choice Today (ACT) and produced following the 2007 conference on Housing Solutions for Small Communities on Hornby Island. The document discusses secondary accommodation (accessory dwelling) unit typology, how to enable them through policy, and

how to regulate them to address community and environmental concerns. Quite a thorough discussion of the issues attendant in considering how to move forward with secondary accommodation legislation.

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# Denman Island

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### Accessory Dwelling Unit Committee – Final Report

2003, Denman Island Local Trust Committee (Special Advisory Planning Commission)

#### Summary

The final report of an advisory committee struck by the Denman Island Local Trust Committee to provide advice on loosening restrictions on accessory dwelling units on Denman Island does not provide a conclusion, as the members were unable to reach consensus. However, in their diverging opinions they provide a fulsome summary of the types of questions and issues that arise in contemplation of such a policy change. Perhaps it is also instructive of a potential pitfall to convening decision groups with an even number of members.

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### Affordable and Convenient Housing Needs on Denman Island

2013, Denman Housing Association (Roberts Management Consulting)

#### Summary

The report, produced for the Denman Housing Association, identified a significant need for safe and secure rental housing. Of the 44 renters surveyed, 90% identified their rental units to be inadequate. The report concluded that, "preferred housing was evenly split between affordable rentals, homeownership, and ownership of shared land." The report indicated that about 80 households on Denman Island need better rental housing. The report suggests that a cluster of low maintenance owned and rental units located near the village would be very suitable for improving housing on Denman Island.

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### Rural Affordable Housing Project

2013, Denman Community Land Trust Association (EcoFocus Environmental Consultants)

#### Summary

This report was produced by the DCLTA to develop options to increase affordable housing opportunities on land in the Agricultural Land Reserve (ALR). While the proposals are modest and feasible, they are also contrary to the Agricultural Land Commission's regulations, and thus would be useful only in the event the ALC signalled it was open to revising its housing policies and regulations (which they did recently and are thus unlikely to again in the near term).

### Affordable Housing for Seniors on Denman Island

2014, Denman Community Land Trust Association (Stephanie Slater)

#### Summary

This report explored the need for housing for seniors on Denman Island. Surveys and focus groups identified seniors' interest in smaller scale housing close to the Denman Island village.

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### Basic Housing Information, Denman Island

2023, Peter Spur

#### Summary

This report, by Denman resident Peter Spur who is a research contractor with a background in planning, reviews population and housing data from Statistics Canada over four census periods and well as other sources. It draws similar conclusions related to Denman's housing supply not addressing housing needs particularly for low income households.

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### Denman Island Housing Review – Recommendations Report

2023, Vancouver Island University Mount Arrowsmith Biosphere Region Research Institute

#### Summary

This report resulted from a review of the Denman OCP and LUB. It involved limited engagement with residents, property owners, local organizations and other agencies to identify a suite of policy and regulatory amendments to increase housing options for affordable and attainable housing. The report identified that "overall, the lack of safe, affordable, and attainable rental housing is the most difficult housing problem on the island."

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## Gabriola Island

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### A Strategic Approach to Affordable Housing, Biodiversity and Freshwater Conservation on Gabriola Island – A Community-Informed Process

2021, Gabriola Island Local Trust Committee (Housing Advisory Planning Commission)

### Summary

The product of a grassroots community planning effort on Gabriola, convened as an LTC advisory planning commission in order to access LTC funding. It "addresses the question: how do we ensure the availability of affordable housing *and* protect biodiversity and freshwater resources? The report presents community members' attitudes to affordable housing, biodiversity, and freshwater conservation on Gabriola and the actions that could be taken to address all three needs. Three surveys—*Housing Need, Affordability and Diversity of Supply*; *Biodiversity, Water Conservation and Housing*; *Managing Growth and Diversity of Housing Supply*—were conducted over a six-week period running from January 20 to March 2, 2021. Each survey gave participants opportunities to respond to multiple-choice questions and give narrative comments. There were 1087 respondents who made 2031 comments. Educational materials relevant to each survey were prepared and made accessible on the website." Of perhaps greatest interest to Islands Trust planners will be the estimated cost of addressing the multiple issues identified in the report in a holistic way. Good planning is expensive and takes time.

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## Salt Spring Island

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### Islands Trust Task Force on Housing and Accommodation – Draft Report

1994, Salt Spring Island LTC

### Summary

A community task force convened by SS LTC in 1993 to "provide advice and recommendations to the Salt Spring Island Local Trust Committee on the following issues related to housing on Salt Spring Island": seasonal cottages and their desired use; housing supply mix; and tourist accommodation. In addition to the Task Force's recommendations, the report identifies that absolute population numbers are only one factor among many that affect rural character, and that considerations such as population distribution and pattern settlement may be more significant. The report notes that the housing mix on the Island had not changed much since the Island was a resource-based economy, and that service and low-wage workers and single-parent families were being squeezed off the Island.

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### Crisis in Paradise: Accelerating the Provision of Affordable Housing on Salt Spring Island B.C.

2002, Academic paper (Queens University), Claire Heffernan

### Summary

A masters-level research paper that provides a review of demographic data from the time it was written, a review and assessment of existing OCP policies, and a handful of suggestions for alternative policy proposals. Author leans heavily on the fact that Islands Trust's restrictive growth policies price out lower income people in favour of the wealthy. It laments the lack of take-up by developers of some of the affordable housing policies from the 1998 OCP – e.g. the fact that a rezoning application fee to convert a

seasonal cottage into a full-time residence was $4,000 at that time. It advocates for the Friedmann Grow Home as a candidate model for the OCP's flexible housing provisions.

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## Community Housing Background Report and Recommendations

2005, Salt Spring Island LTC

### Summary

A detailed report outlining necessary steps to increase the provision of community housing on Salt Spring Island. Community housing in this case is defined as "deed-restricted and/or rent-controlled housing that provides affordable, suitable, and adequate accommodation. It includes everything from shared rental rooming houses and small rent-subsidized studio apartments to ownership model three-bedroom family homes." The report was written by some of Salt Spring's long-time housing advocates and experts. Recommendations lean heavily on the creation of a Salt Spring Island Housing Agency funded in part by Islands Trust and CRD to be the clearing house for all things community-housing-related on the Island. Some of the incentives that the working group advocated include things like property tax breaks and housing agreements for property owners with two or more dwelling units.

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## Population, Housing, and Settlement Patterns – Official Community Plan Focus Group (Preliminary Policy Proposals)

2007, Salt Spring Island LTC

### Summary

A succinct, well-structured suite of policy recommendations from a focus group convened around the 2007 revision process to the Salt Spring Island OCP. It is well-structured insofar as the nine policy recommendations are explained in the following repeating framework:

Policy Idea

- What is the problem?
- Does the Trust Policy Statement provide any guidance?
- What is the Policy Proposal?
- Are there alternative ideas to consider?
- Is this idea consistent with other policies?
- How might this policy idea be implemented?

One section suggests that the Trust should move away from the concept of overall medium density, and instead encourages clustered density surrounded by natural area or farmland.

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## Salt Spring Island Community Affordable Housing Strategy – Action Plan

2011, Salt Spring Island Local Trust Committee/CRD/REFBC/Salt Spring Island Foundation

## Summary

A fairly detailed multi-agency action plan to be coordinated through a not-yet created housing council or similar organization. The Steering Committee was comprised of two SSI LTC trustees, the CRD Regional Director, CRD Housing Secretariat Manager, and Salt Spring Foundation chairperson. The action plan contains recommendations for Islands Trust, CRD, and community groups. This plan is ambitious, and if implemented, would seem to address many issues identified in previous reports.

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### Housing Working Group Report

2020, Salt Spring Island Local Trust Committee

## Summary

This report summarizes the recommendations of a trustee-appointed working group to guide how the SSLTC should address housing issues on the island. It provides an interesting roadmap if implemented.

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### Salt Spring Island Climate Action Plan

2020, Transition Salt Spring

## Summary

The Salt Spring Island Climate Action Plan was developed by a large team of volunteer experts, in consultation with almost 50 island stakeholders and using feedback from more than 2,000 island residents. Its 250 recommendations are intended to reduce Salt Spring Island's greenhouse gas emissions by 50% by 2030, and help Island ecosystems and infrastructure adapt to changes that are already underway. The report notes that "Land use and accompanying settlement patterns play a key role in Salt Spring's long-term ability to lower emissions and adapt to dramatic changes being brought about by the climate crisis."

In its chapter "Climate Action Plan for Land Use and Settlement Patterns," the plan lays out 38 actions under the following three goals that should either reduce the climate change impact of new residential development, or help ensure that development (and existing development) is resilient to the impacts of climate change:

- Goal 1: Update settlement pattern objectives to reduce risk and emissions
- Goal 2: Reduce barriers to climate-adaptive and lower-emissions settlement patterns
- Goal 3: Maximize community resilience to predicted sea level rise

This robust community-designed plan could help provide direction for a number of LTC housing, climate change, or ecosystem protection projects.

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### Salt Spring island Housing Action Program Task Force – Summary of Recommendations

2022, Salt Spring Island Local Trust Committee (Housing Action Program Task Force)

## Summary

A short but well-considered contribution from an LTC-appointed task force. Recommendations are generally consistent with LTC's land use authorities and many are implementable with LTC direction. An important reference document for future LTC housing projects.

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## Homes for Islanders: An Integrated Housing Solutions Framework for Salt Spring Island

2023, Salt Spring Solutions

## Summary

The latest contribution to helping address the housing crisis on Salt Spring Island, courtesy of local non-profit Salt Spring Solutions. This document could be adopted as the framework for a housing action plan by the Salt Spring Island LTC. The report proposes five strategies:

1) Coordinated and Properly-Resourced Local Approach to Housing
2) Effective Public Education, Engagement and Dialogue on Housing
3) Preservation of Rural Areas and Nature Space through Clustered Housing
4) Readying Ganges Village for more Housing and
5) Accessory Dwellings for Housing, in the Right Places

The document laments the lack of coordination across the agencies that maintain some jurisdiction of housing development and servicing on the Island, as well as the absence of implementation of the numerous housing plans and strategies, including the directive policies in the Salt Spring Island OCP, over the previous decades. The report emphasizes that a more thoughtful approach to land use on the island could achieve both housing and environmental protection objectives.

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Islands Trust



# Tool 8

# BASELINE REPORT

## Affordable Housing in the Islands Trust Area





Updated June 2023

Islands Trust

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# Purpose of this Report

This report has been prepared for the Islands Trust Regional Planning Committee as a reference document for the local trust committees of the Islands Trust and its planning staff, for Bowen Island Municipality, and for community groups working to address the housing needs of residents on islands within the Trust Area.

The report combines in one document the planning context of each Local Trust Area (LTA, including Bowen Island Municipality) and includes the Official Community Plan (OCP) policies, Land Use Bylaw (LUB) regulations and definitions used to address affordable housing on islands within the Trust Area. Appendix 1 summarizes this information with a "snapshot" of Trust Area policy approaches.

In addition, an inventory of all known community housing projects and land zoned for such throughout the Trust Area has been included in Appendix 3 to give an overview of the types and extent of affordable housing available on the islands. Many of these projects have been created with much perseverance and hard work by islanders, and are testament to a great deal of community effort that has been put towards addressing affordable housing challenges. The inventory is a working document, and as such is likely incomplete. There may be examples of affordable housing projects on the islands or changes in their status not yet documented in this report.

## Context

A key recommendation made to Islands Trust Council over the years has been to create a compendium and summarize the various approaches to affordable housing throughout the Islands Trust Area so local trust committees can benefit from efforts and successes achieved in neighbouring communities. This baseline report fulfills that recommendation; it provides a detailed review and inventory of housing policies from throughout the Trust Area, although it does not offer any evaluation of the merits of certain regulations or policies relative to others.

## Observations

As the report illustrates, the islands each have different approaches to land use planning for affordable housing – from the definitions and terms used for housing and affordable housing in the individual OCPs and LUBs, to policy approaches. Some islands have specific zones for affordable, seniors, community or special needs housing developments in their LUBs. Some OCPs have very detailed and carefully crafted policies that give specific direction to LTCs, while other OCPs have few and limited references to affordable housing.

Having an adequate supply of rental housing is important to accommodate a range of income levels and a diversity of age groups in a community. Secondary suites and cottages represent rental housing opportunities that can exist within the rural settlement pattern of our island communities. Density provisions are important to enable or restrict the development of affordable housing. Policies on secondary suites, cottages and density allowances have therefore been included in the review.

# Trust Area Overview

The Islands Trust Area includes 13 large and more than 450 small islands in the Strait of Georgia and Howe Sound, known for having unique community culture and natural beauty. About 30,000 people live on the islands, and another 10,000 people are non-resident property-owners.

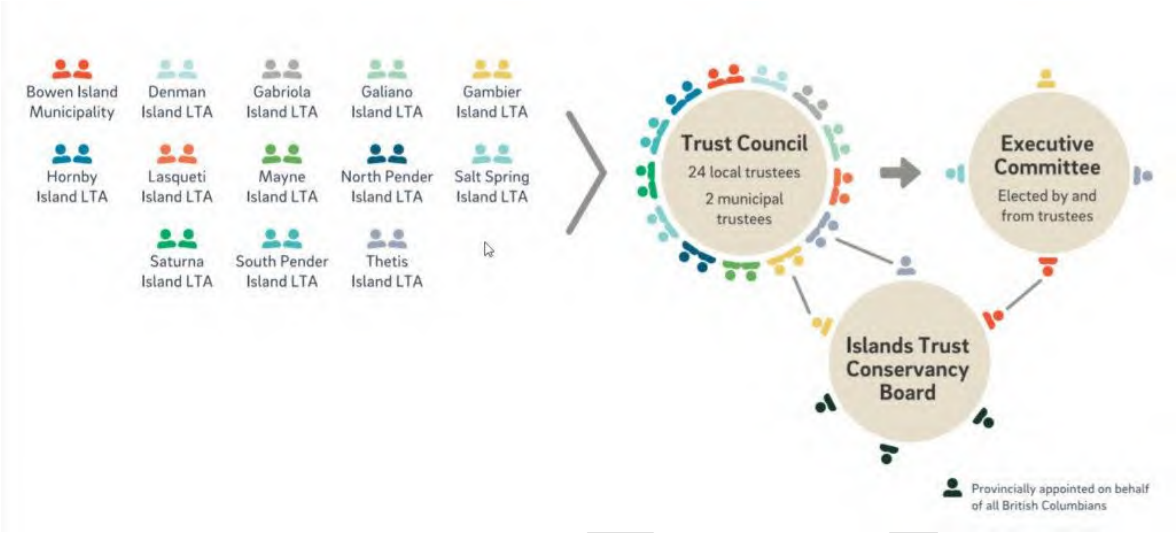
The Province of B.C. established the Islands Trust in 1974 to protect island communities, culture and environment for the benefit of island residents and the province. The *Islands Trust Act* also established the Islands Trust Conservancy Board to manage the Islands Trust Conservancy, a land conservancy with its own board and staff who work with private landowners and conservancy partners to protect ecosystems in the Salish Sea.

Each of the 13 major islands in the Trust Area has an elected local trust committee or an island municipal council that makes land use decisions under the Islands Trust Act and the BC Local Government Act, and work directly with residents and other agencies to define and uphold a community vision. Twenty-six locally elected trustees (including 2 municipal councillors) also belong to the Islands Trust Council, where they represent the interests of the entire Trust Area at quarterly meetings.

At the regional level, the Islands Trust Council sets priorities and policies, manages finances, and provides oversight. Trust Council also provides a unified voice to advocate for the interests of islanders and island ecosystems to other levels of government and industry.

This report has been prepared for the Regional Planning Committee, a subcommittee of Trust Council, whose responsibilities include identifying and reporting to Council on emerging issues related to the Committee's areas of responsibility for Trust Council direction, as well as responding to local trust committee planning needs applicable throughout the Trust Area.

The illustration below shows the governance structure for local and regional decision-making in the Islands Trust.




## What is Affordable Housing

Measuring affordability usually requires comparing household income to total shelter costs. Provincially, affordable housing is often defined as housing that can be attained with no more than 30 per cent of a household's annual income.

Some local trust committees, including the Bowen Island Municipality, have defined affordable housing in their OCPs and LUBs. Where it exists, it is often defined as a deed-restricted or rent-controlled dwelling unit that can be attained with 30 per cent of the median household income and is secured by a housing agreement registered on title.

While "affordable housing" has come to have a quite specific definition, some trustees and community members have been using the term "community housing" or "attainable housing" to address the range of housing in the low end of the market spectrum.

BC Housing also uses "core housing need," as a measure for "acceptable housing:"

Core Housing Need – A household is said to be in core housing need if the unit is not adequate, affordable, or suitable and the household would have to spend 30 per cent or more of its income to pay for alternative local housing that is acceptable (meets all three housing standards).

Those paying more than 50 per cent of their income on shelter costs are considered at "risk of homelessness." The term "homeless" ranges from 'relative' (insecure, unsafe or inadequate) to 'absolute' homelessness (also known as 'living rough').

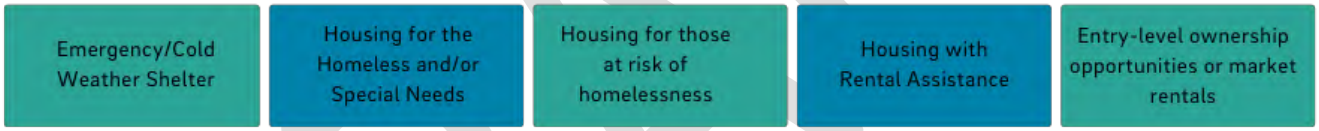
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Sometimes referred to as the "Affordable Housing Continuum," the following spectrum provides a framework to consider how different types of housing attend to the respective needs of populations that cannot access conventional home ownership.

**Taking a Closer Look:**

Using housing agreements to control affordability, the Local Government Act gives authority for local governments to enter into housing agreements to control the amount of rent charged for a housing unit, to deed restrict the resale price of a housing unit, and/or to establish eligibility criteria for residents of the unit based on income or age criteria. Housing agreements ensure housing units remain affordable as promised through a rezoning process and will be occupied by people within the targeted income range or age class (for example, affordable senior's housing). An application guide has been created to provide more information about the process of establishing a Housing Agreement within the Islands Trust Area.

The Islands Trust Area Affordable Housing Continuum




*(Source: Community Housing Tool Kit, 2010, JG Consulting)*

# Islands Trust Definitions

Across Islands Trust, each Local Trust Area has adopted individual OCPs and LUBs. Affordable housing and other terms related to housing are defined by some island communities through these regulatory documents.

## Bowen Island Municipality

**"Affordable Housing"** means non-market residential dwelling units that may only be owned or rented under the terms of housing covenants registered on title in favour of the Bowen Island Municipality (OCP and Affordable Housing Policy Definition).

**"Cohousing"** means a housing model that fosters an inclusive, mutually supportive, yet independent living environment, consisting of clustered, attached, and/or detached dwellings that are individually owned and completely self-contained yet incorporate commonly owned land, buildings, or structures,

with the purpose of reducing the footprint of the private dwellings and support community connection. (OCP and LUB).

**"Dwelling Unit"** means one or more structurally separate rooms, used as a unit for the residential accommodation of one household and containing sleeping, cooking, and toilet facilities (OCP).

**"Dwelling or dwelling unit"** means a building containing sleeping, living area and kitchen designed, used or intended for use as one (1) residence (LUB).

**"Secondary Suite"** means an additional living space within a detached home that is separated from, and smaller than, the primary dwelling. A secondary suite is intended for the use of a separate household and contains its own entrance, cooking facilities and sanitary facilities (OCP).

**"Special Needs Housing"** refers to the residential use of a building operated specifically to accommodate persons with special needs including the elderly, or physically or mentally challenged (OCP).

**"Secondary Suite"** means a self-contained dwelling unit that is secondary, incidental and associated with a primary dwelling located within the same building (LUB).

**"Secondary Suite, Detached"** means a self-contained dwelling unit, located within an accessory building that is secondary, incidental and associated with a primary detached dwelling on the same lot (LUB).

## Denman Island Local Trust Area

**"Dwelling unit"** means one or more rooms in a building, containing a single set of cooking facilities, and used or intended to be used, as a residence by an individual or a group of individuals living together in common occupancy (LUB).

**"Dwelling Unit, Affordable Housing"** means a deed restricted and/or rent controlled dwelling unit that is secured by a housing agreement, and is available to persons with a low income as defined by housing agreement for the dwelling unit (LUB).

**"Moveable housing unit"** means a dwelling unit capable of being moved from location to location which does not require a permanent foundation (LUB).

**"Secondary Dwelling Unit"** means a dwelling unit, which may be a moveable housing unit, that is accessory to a permitted principal dwelling unit and which is limited in floor area (LUB).

**"Secondary Suite"** means an accessory, self-contained dwelling unit, located within a building that is a single real estate entity which otherwise contains a single family dwelling, and having a lesser floor area than the principal dwelling unit (LUB).

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## Gabriola Island Local Trust Area

**"Affordable Housing"** housing that costs no more than 30% of a household's gross income applied to those households with incomes at or below 60% of the median household income for Gabriola Island (using Canada Census information) (OCP)

**"Dwelling unit"** one or more rooms in a building, designed, occupied or intended for human habitation containing one set of cooking facilities and/or the infrastructure designed, used or intended to be used for the preparation and cooking food, and used as a residence by a single family. (LUB)

**"Dwelling, two family"** a building consisting of two principal dwelling units (LUB)

**"Dwelling-multiple family"** a building consisting of three or more dwelling units with common or individual cooking facilities. (LUB)

**"Dwelling-single family"** a detached building consisting of one dwelling unit. (LUB)

**"Multiple-dwelling affordable housing"** three or more residential dwelling units on a parcel restricted to affordable housing as defined by this Plan and governed by a housing agreement. (OCP)

**"Secondary Suite"** a self-contained dwelling unit consisting of one or more habitable rooms and a cooking facility for residential occupancy accessory to a principal dwelling unit located on the same lot.

**"Single family"** one or more persons living as a single household. (LUB)

## Galiano Island Local Trust Area

**"Affordable housing"** describes rental or owned housing that can be acquired without exceeding 30 per cent of the median gross income of low to moderate income families on Galiano. (OCP)

**"Cottage"** means a building that is accessory to a dwelling and is used for human habitation by guests, household members or tenants, and having a limited floor area. (LUB)

**"Dwelling"** means a building used as a residence for a single household and containing eating, sleeping and living facilities and a single set of facilities for food preparation. (LUB)

**"Secondary suite"** means an accessory, self-contained dwelling unit, located within the principal dwelling on a lot. (LUB)

## Gambier Island Local Trust Area

**"Affordable Housing"** means housing provided for residential use at a rent under a tenancy agreement that is less than the rent for similar types of housing within a geographic area defined by a housing or similar agreement; such rents to be determined through a housing or similar agreement; or alternatively housing, that by design, location or other factors can be purchased at a price that is typically lower than other housing in the immediate area or lower than the average house price in the Gambier Island Planning Area. (OCP)

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**"Associated secondary dwelling"** means a single family residential dwelling regulated by floor area and lot area and that is secondary in use and smaller in area than the principal dwelling on the lot. (LUB)

**"Cottage"** means a building that is accessory to a dwelling and is used for human habitation by guests, household members or tenants, and having a limited floor area. (LUB)

**"Dwelling or dwelling unit"** means one or more habitable rooms in a building that are used, or constructed so as to be capable of being used, as a residence by a single household and containing a common access, one kitchen and eating, sleeping, sanitary and living areas. (LUB)

**"Dwelling - Single Family"** means a detached building containing one dwelling unit. (LUB)

**"Rental Housing"** means housing provided for residential use under a tenancy agreement for a period of not less than one month. (OCP)

**"Single Family Residential"** means the use of a dwelling unit as a residence for a single family. (LUB)

## Hornby Island Local Trust Area

**"Affordable Housing"** means housing that is by intent and policy more affordable than identical housing that is or could be provided elsewhere in the community and is housing that by design and size provides for residential accommodation that can be acquired with 30 per cent of the median gross income of families or individuals on Hornby Island. (LUB)

**"Attached Housing"** means two or more dwelling units that are attached physically but are owned or occupied by different domestic units. (LUB)

**"Community Housing"** is housing that is provided specifically by bylaw to address affordable or special needs housing requirements, including housing that is provided on land designated for community services use, but community housing does not include housing that may be provided as part of a land co-operative; as a secondary suite; as part of a mixed use development such as in association with a commercial land use or as a secondary dwelling on a property; even though such housing may contribute to the provision of housing that is affordable, available for rent or that accommodates the needs or persons with special needs. The Community Housing designation is intended to designate areas that are considered suitable for such housing. (LUB)

**"Dwelling unit"** means a room or set of rooms:

(a) used or capable of being used for human habitation by one or more individuals living in common occupancy as a single domestic unit and sharing facilities contained in that unit;
(b) contained in a single building or manufactured home;
(c) containing only one kitchen; and
(d) under one roof with any covered walkway, covered patio or hall connecting two building portions being no longer than 4.0 m. (LUB).

**"Rental Housing"** is housing that is available by payment of rent for occupancy for a minimum of one month and can include any form of housing that is available for rent. (LUB)

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**"Secondary Suite"** means a separate dwelling unit located wholly within a building, which is a single real estate entity used for residential use and which contains only one other dwelling unit. (LUB)

**"Special Needs Housing"** is housing to accommodate persons who may have special needs due to age, health, disability or other factors that may require special housing characteristics. (OCP)

## Lasqueti Island Local Trust Area

**"Assisted Living Housing"** means residences for seniors and/or people with special medical needs where rooms and/or meals and/or personal care are provided. (LUB)

**"Dwelling"** means a building containing one kitchen, sleeping and living areas, in either a self-contained room or set of habitable rooms, used or intended for use as one (1) residence; for clarity a travel trailer, mobile home, bus, vessel or other recreational vehicle actively used for long term habitation is considered a dwelling. (LUB)

## Mayne Island Local Trust Area

**"Apartment residential"** means the use of one or more dwelling units located within a portion of a principal building containing another use or uses, and located above the ground floor of the principal building. (LUB)

**"Cottage"** means an accessory building with a limited floor area that is used as a dwelling unit. (LUB)

**"Dwelling unit"** means a detached building, or a portion of a building in the case of a secondary suite, apartment residential use or employee housing, used as a residence for a single household and containing. (LUB)

**"Employee Housing"** means the use of a dwelling unit, either in a separate building or within a portion of a building, for occupation solely by an employee of a principal use on the same lot or premises, or by an individual related by blood, adoption, common-law marriage, foster parenthood to such an employee, or cohabiting with such an employee in a spousal relationship. (LUB)

**"Secondary suite"** means an accessory self-contained dwelling unit, located within a building that otherwise contains a dwelling unit, and having a lesser floor area than the principal dwelling unit. (LUB)

**"Senior citizen residential use"** means a residential use in which at least one person aged 55 years or older occupies each dwelling unit. (LUB)

**"Tiny Home on Wheels"** means a dwelling unit on a wheeled chassis designed to be used as a full-time residence. (LUB)

## North Pender Island Local Trust Area

**"Cottage"** means a dwelling with a floor area of 56 $m^2$ or less. (LUB)

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**"Dwelling"** means a building used as a residence for a single household and containing a single set of facilities for food preparation and eating, sleeping and living areas. (LUB)

**"Secondary suite"** means an accessory, self-contained dwelling unit, located within the principal dwelling on a lot and having a lessor floor area than the principal dwelling unit. (LUB)

**"Mobile Home"** means a dwelling suitable for year-round occupancy, designed, constructed or manufactured to be moved from one place to another by being towed or carried and meets a minimum CSA-Z240 standard. (LUB)

**"Multiple-Family Dwelling"** means a building used as a residence for two or more households. (LUB)

## Salt Spring Island Local Trust Area

**"Affordable housing"** describes rental or owned housing that can be acquired with 30 per cent of the median gross income of families or individuals on Salt Spring Island. (OCP)

**"Duplex"** means a building consisting of two dwelling units. (LUB)

**"Dwelling unit"** means one or more rooms in a building that are used, or constructed so as to be capable of being used for the residential use of a single household; and containing a common access, one kitchen, and eating, sleeping and living areas. (LUB)

**"Dwelling, single-family"** means a building consisting of one dwelling unit that is not attached to any other dwelling unit by any means. (LUB)

**"Dwelling, multi-family"** means a building consisting of more than two dwelling units. (LUB)

**"Dwelling unit, affordable housing"** is a deed restricted and/or a rent controlled dwelling unit that is secured by a housing agreement registered on title, and may include special needs housing and seniors dwelling units. (LUB)

**"Full-time rental cottage"** means a dwelling unit not exceeding 56 square metres in floor area on lots with an area less than 2 hectares or 90 square metres on lots with an area 2 hectares or greater, that is occupied only pursuant to a residential tenancy agreement as defined in the Residential Tenancy Act and that comprises, with the single family dwelling to which it is accessory, a single real estate entity. (LUB)

**"Seasonal cottage"** means an accessory dwelling unit not exceeding 56 square metres in floor area which, despite the definitions of "dwelling unit" and "residential" in this Bylaw, is occupied or intended to be occupied on a temporary basis by a person or persons having a permanent domicile elsewhere and using the cottage primarily in conjunction with recreation. (LUB)

**"Secondary suite"** means an accessory, self-contained dwelling unit, located within a building that otherwise contains a single-family dwelling, and having a lesser floor area than the principal dwelling unit. (LUB)

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"**Seniors' dwelling unit"** means a dwelling unit restricted to residential occupancy by a senior and one other person who may be under the age of 65 and who is a spouse, partner or unpaid caregiver who resides in the same dwelling unit. (LUB and OCP)

**"Seniors' supportive housing"** means a barrier-free housing development comprised of seniors' dwelling units and accessory dwelling units for resident staff, provided in combination with support services which are to include at least all of the following: monitoring and response for medical emergencies, availability of one meal a day, housekeeping, laundry and recreational opportunities. (LUB and OCP)

**"Special needs housing"** is housing that provides for the residential accommodation of an individual or individuals who require specific housing designs or services to enable them to live relatively independently or in a supportive environment. (LUB)

**"Manufactured home"** means a dwelling unit that is manufactured in accordance with CSA A277 Standards, designed and intended for residential occupancy and manufactured either wholly or in part at an offsite location, and also includes mobile homes. (LUB)

**"Mobile home"** means a transportable, single or multiple section dwelling unit conforming to the Canadian Standards Association Z240 Series of Standards at time of manufacture, and designed and intended for residential occupancy and set up in accordance with required factory installation details. (LUB)

## Saturna Island Local Trust Area

**"Cottage"** means a building accessory to a residence that shall not be greater than 92.9 square metres (1,000 sq. ft.) in total floor area, excluding a basement that does not exceed the footprint of the main floor. (LUB)

**"Residence"** means a building used by an individual, or group of individuals living together in common occupancy, as a single household and containing only one kitchen. (LUB and OCP)

**"Residential unit"** means that part of a building designed for use by an individual, or a group of individuals living together in common occupancy, as a single household, which includes a kitchen and bathroom for the exclusive use of the unit's household. (OCP)

**"Secondary suite"** means an accessory, self-contained residential unit, located within a building that otherwise contains a residential unit, and having a lesser floor area than the principal residential unit. (LUB)

## South Pender Island Local Trust Area

**"Cottage"** means an accessory single family dwelling with a floor area of 70m2 (753 $ft^2$ ) or less. (OCP)

**"Cottage"** means a dwelling with a limited floor area that is located on the same parcel as another dwelling. (LUB)

**"Dwelling, single family"** means a building used as a residence for a single household and containing sleeping and living areas plus a single set of facilities for food preparation and eating; for this purpose it also includes a mobile home. (LUB)

### Thetis Island Local Trust Area

**"Dwelling unit"** means a building containing a single set of cooking facilities, and used or intended to be used, as a residence by an individual or group of individuals living together in common occupancy. (LUB)

**"Guest cottage"** means a dwelling unit with a floor area of 65 square metres or less excluding sleeping lofts which are open to the floor below, do not contain any enclosed rooms, and do not cover more than 50% of the floor area below. (LUB)

## Regulatory Approaches to Housing in the Trust Area

The OCP is also very thorough, with objectives and policies to guide the Policy direction to support affordable housing is essential to effectively encourage solutions. Throughout the Trust Area, there is a wide range of general OCP policy on affordable housing, including everything from broad objectives to specific land use criteria, and also including special needs, social and seniors' housing objectives and policies. Some OCPs have quite limited references to affordable housing, while others have well thought-out and detailed policies. The density provisions of some islands have also been included in the policy review.

Appendix 2 provides excerpts from each Local Trust Area and Bowen Island Municipality of policies that address affordable housing, seniors' housing and approach to residential density in general, including where cottages or secondary suites are permitted. Because the policies have been imported directly from each LUB and OCP the formatting and language is not always consistent. The following provides key findings from this policy review.

## Northern Region

### Hornby Island Local Trust Area

#### Key Findings:

The Hornby Island Local Trust Area is located 31km southeast of Courtenay, B.C., and has a population of 1225 (Census 2021). Hornby Island has two properties that are designated in the OCP and zoned by the LUB for "community" or "co-operative housing." This accommodates two housing projects, Beulah Creek Housing Project and the Hornby Island Elder Housing, which provides 11 units of non-profit seniors' housing, both of which are now managed by the Hornby Island Housing Society. The OCP is also very thorough, with objectives and policies to guide the creation of affordable, special needs, and seniors' housing, including recognition of shared ownership as one way to make land more affordable. The OCP

defines affordable housing as that which "can be acquired with 30 per cent of the median gross income of families or individuals on Hornby Island." Hornby also has an advocacy policy that encourages land owners with second dwellings or cottages to provide rental housing. The Hornby Island Land Use Bylaw permits secondary suites, but requires a Temporary Use Permit for cottages.

## Denman Island Local Trust Area

### Key Findings:

Denman Island Local Trust Area is located 22km southeast of Courtenay, B.C. and has a population of 1391 (Census 2021). The Denman Island OCP restricts increases in density except for affordable and special needs housing. The Land Use Bylaw defines affordable housing as "a deed restricted and/or rent controlled dwelling unit that is secured by a housing agreement, and is available to persons with a low income as defined by housing agreement for the dwelling unit." The OCP has a specific policy to guide rezoning applications for affordable housing and policies to guide the LTC's consideration of more opportunities for affordable housing. Cottages, or secondary dwelling units, are permitted with a Temporary Use Permit that controls their use for affordable housing. Secondary suites are permitted by the Land Use Bylaw and do not contribute to the overall density calculations for Denman Island.

## Lasqueti Island Local Trust Area

### Key Findings:

Lasqueti Island Local Trust Area is located 20km north of French Creek, B.C., and has a population of 498 (Census 2021). Lasqueti is not serviced by a vehicle-carrying ferry and is one of the more remote communities within the Islands Trust Area. The Lasqueti Island OCP only has one policy to encourage affordable housing. The Lasqueti Land Use Bylaw does not contain specific zones for affordable housing, but it does have provisions to allow additional dwellings on larger lots.

## Gambier Island Local Trust Area

### Key Findings

Gambier Island Local Trust Area comprises a series of islands in Howe Sound and along the Sunshine Coast. There are about 430 full-time residents (Census 2021) and approximately 1200 properties are held for recreational purposes.

The Gambier OCP addresses affordable housing and defines it. The OCP states that because of the small population and limited services, affordable housing is "best addressed on an individual basis within single family or associated secondary dwellings rather than through formalized housing programs."

The Gambier Island Land Use Bylaw does not have a specific zone for affordable housing, but has a "Community Facility Zone" that permits affordable and special needs housing, among other uses. The Gambier Land Use Bylaw uses a different approach in addressing cottages than other islands do, with the

permitted size of the cottage increasing in increments depending on the size of the property. Cottages on Gambier can therefore range in size from 60m$^2$ (645 ft$^2$) on one acre lots, to 200m$^2$ (2,152 ft$^2$) on properties greater than five acres in area.

### Gabriola Island Local Trust Area

**Key Findings:**

Gabriola Island is on the Strait of Georgia, located 6km east of Nanaimo, B.C. and has a population of 4,500 (Census 2021). The Gabriola Island OCP restricts increases in density except for affordable and special needs housing. The OCP defines affordable housing as, "housing that costs no more than 30% of a household's gross income applied to those households with incomes at or below 60% of the median household income for Gabriola Island (using Canada Census information)." The OCP has a specific policy to guide rezoning applications for affordable housing and policies to guide the LTC's consideration of more opportunities for affordable housing. Following a recent rezoning, the Gabriola Land Use Bylaw now has both a Multi-Dwelling Affordable Housing zone and a Senior and Special Needs Housing zone.

### Thetis Island Local Trust Area

**Key Findings:**

Thetis Island is located 7km east of Chemainus, B.C. and has a population of 476 (Census 2021). The 2,896 hectare area includes over 20 other "associated" islands, including Valdes, Ruxton, Reid, and Pylades. Thetis Island's OCP also restricts new density except for zoning amendments that would result in affordable housing, special needs housing, or conservation of lands with conservation value. The OCP does not define affordable housing, but does contain policies that encourage it if community need can be demonstrated. The Land Use Bylaw does not contain specific zones for affordable housing. The LUB allows accessory cottages in some zones (on lots larger than 0.8 ha or 1.9 acres), but only for seasonal use and not as a residence. On lots 8 ha (20 acres) or larger, the LUB has provisions to allow one dwelling and one cottage for every 4.0 hectares (9.8 acres), if a covenant preventing subdivision is registered against the property title.

## Salt Spring Region

### Salt Spring Island Local Trust Area

**Key Findings:**

The largest of the southern Gulf Islands, Salt Spring Island, is located 11km north of the Swartz Bay ferry terminal on Vancouver Island. The Salt Spring Island OCP restricts new density except for affordable housing, and there is a detailed set of policies to guide the creation of affordable housing. The OCP defines affordable housing as "rental or owned housing that can be acquired with 30 per cent of the median gross income of families or individuals on Salt Spring Island." The Salt Spring Island LUB defines affordable housing as "a deed restricted and/or a rent controlled dwelling unit that is secured by a

housing agreement registered on title, and may include special needs housing and seniors' dwelling units." The Land Use Bylaw permits secondary suites in some parts of the island. The Land Use Bylaw also permits cottages on lots 1.2 ha (3 acres). Generally, cottages may only be occupied seasonally so they cannot be used as affordable housing without a rezoning application, however a recent bylaw amendment allows approximately 500 of them to be used as full-time rental housing. With an average year-round population of 11,800 (Census 2021), Salt Spring Island is the Trust Area's most populated island. Likewise, it has the most affordable housing developments in the Trust Area. Please refer to the Community Housing Inventory in the Appendix for more detail.

# Southern Region

## North Pender Island Local Trust Area

### Key Findings:

North Pender Island in the Southern Gulf Islands is located 15km northeast of the Swartz Bay ferry terminal with a population of 2,467 (Census 2021). The North Pender Island OCP restricts new density to affordable and special needs housing. North Pender Island does not define affordable housing in its Land Use Bylaw or OCP, but does have numerous OCP policies advocating for its development at a community-appropriate scale. The Land Use Bylaw permits cottages in residential zones on lots that are 1.2 ha (3 acres) or larger and does not restrict occupancy of those cottages. Secondary suites are now permitted by the LUB. The LUB does not contain any zones specifically for affordable housing, but does have a zone that accommodates Plum Tree Court, an affordable seniors' housing complex with six units.

## South Pender Island Local Trust Area

### Key Findings:

South Pender Island is connected to North Pender by a bridge. It has a population of 306 (Census 2021), and covers an area of 913 hectares. South Pender has only one policy on affordable housing and special needs housing. Neither the OCP nor the LUB define affordable housing. The South Pender Island Land Use Bylaw does not contain any zones or provisions specifically for affordable housing.

## Saturna Island Local Trust Area

### Key Findings:

Saturna Island borders the Strait of Georgia in the Southern Gulf Islands. It has a population of 465 (Census 2021) people and covers an area of 3,570 ha. Saturna Island's OCP has one policy related to affordable housing, requesting the LTC to consider social and economic diversity when considering matters of development, affordability, special needs or rental opportunities. The Saturna Island Land Use Bylaw does not have a specific zone for affordable housing, but has one zone for seniors' housing and assigns density according to parcel size.

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## Mayne Island Local Trust Area

### Key Findings:

Mayne Island is located 20km northeast of the Swartz Bay ferry terminal and covers an area of 2,320 ha. Census data for 2021 reported a population of 1,304 people in the local trust area. The Mayne Island OCP has policies for secondary suites and cottages that have been implemented in the Land Use Bylaw. It also addresses affordable housing, and has affordable and special needs housing policies included in an amenity zoning policy. The Mayne Island Land Use Bylaw does not have a specific zone for affordable housing, but it has a comprehensive development zone for seniors' housing. Mayne Island recently amended the Land Use Bylaw for some land to allow flexible zoning, which would permit land owners to build more than one dwelling, provided a total floor area limit is not exceeded.

## Galiano Island Local Trust Area

### Key Findings:

Galiano Island also borders the Strait of Georgia in the Southern Gulf Islands. This Local Trust Area, with a population of 1,396 people (Census 2021), covers 6035ha and includes several smaller, associated islands. The Galiano OCP restricts increases in density except for affordable and special needs housing. The OCP defines affordable housing as "rental or owned housing that can be acquired without exceeding 30 per cent of the median gross income of low to moderate income families on Galiano." The OCP has specific policies to guide rezoning applications for affordable housing and policies to guide the LTC's consideration of more opportunities for affordable housing. The Galiano Island Land Use Bylaw has a specific zone for affordable housing, the Community Housing 1 Zone (Galiano Green) and has a "Community Facility Zone" that permits affordable and special needs housing, among other uses. The Galiano Island Land Use Bylaw allows cottages in some zones. The Galiano LUB permits cottages with up to 80m$^2$ (861 ft$^2$) in floor area and with a 9m (29 ft) height limit (no greater than two-storeys). The Galiano Island Land Use Bylaw also permits secondary suites.

# Island Municipalities

## Bowen Island Municipality

### Key Findings:

The Municipality of Bowen Island is a few kilometres from downtown Vancouver, with a population of about 4,256 permanent residents (Census 2021). Bowen incorporated in 1999, and as an island municipality has more tools available to require and provide affordable housing than its Local Trust Committee counterparts. For example, the municipality can own land and administer a housing reserve fund. The municipality also has control over the issuing of occupancy permits under the BC Building Code.

The Bowen Island Affordable Housing Policy requires developers planning more than three units of housing to contribute either affordable housing units (15% of gross floor area of development), or an equivalent financial contribution, to a housing reserve fund. The Bowen Island OCP mirrors the housing policy and requires land or cash contributions.

Secondary suites are permitted on Bowen Island in most residential zones. Secondary suites do not count towards total number of units capped by Bowen's OCP.

## Housing Needs Reports

Section 585.31 of the Local Government Act requires local trust committees and Island municipalities of the Islands Trust (and all municipalities in the province) to undertake and receive Housing Needs Reports every five years.

The most recent Housing Needs Reports undertaken in the Islands Trust Area are as follows:

- Salt Spring Island, 2021
- Bowen Island Municipality, 2020
- Northern Gulf Islands, 2018
- Southern Gulf Islands, 2018

While there is some measure of regional and island variation, the general theme of the foregoing reports is summed up in the executive summary of the 2018 Southern Gulf Islands Housing Needs Assessment:

*"All evidence clearly points to serious shortages in secure, appropriate and affordable housing for low to moderate income earners. Renters are particularly impacted as their incomes are insufficient to enter the homeownership market, and the limited number of rental properties are increasingly vacant seasonally or placed in the vacation rental market. Community members strongly described the housing situation as bordering on crisis, and as having serious impacts on themselves and their families, community well-being and economic sustainability."*

## Conclusion

The challenge of creating affordable housing becomes easier when the policy framework is in place to support it. Islands that have policy guidance for LTCs to consider when deciding on rezoning applications offer certainty to affordable housing proponents and the community, in knowing what to expect from the process.

Within the context of the Islands Trust Area, policy decisions are guided by the "preserve and protect" mandate, new development is bounded by observable limits to growth and resources, and a rural community character defines a collective sense of place. There are policy trade-offs required to retain socio-economic diversity, without putting too much pressure on the water, land, and infrastructure. Some islands have met this challenge with policies that restrict any increase in density, except for the

development of affordable housing. Such constraints put definitions of affordable housing at centre stage and the terms of ensuring affordability, often through deed-restrictive housing agreements, central to local trust committee deliberations.

This report has been provided as an inventory of the regulatory and policy frameworks for affordable housing throughout the Trust Area. The report provides a "snapshot" of indicators for how each LTA (including the Bowen Island Municipality) addresses affordable housing in its policy framework, and introduces the "Trust Area Community Housing Inventory," a working document that lists all the known affordable or community housing projects in the Trust Area.

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# Tool 8 – Appendix 1 - Baseline Snapshot of Housing Policy in the Trust Area (2023)

| ISLAND | AFFORDABLE HOUSING ZONES | DEFINITION OF AFFORDABILTY IN OCP/LUB | ACCESSORY DWELLING UNITS/COTTAGES (ADUs) PERMITTED IN LUB | SECONDARY SUITES PERMITTED IN LUB | FLEXIBLE ZONING[1] PERMITTED IN LUB | ALTERNATIVE DWELLING UNITS (AltDUs)[2] PERMITTED IN LUB | OCP VISION/ GOALS/ OBJECTIVES ADDRESSING AFFORDABLE HOUSING | OCP POLICY GUIDANCE FOR AFFORDABLE HOUSING REZONING APPLICATIONS | OCP DIRECTION FOR LTC/COUNCIL TO AMEND LUB FOR AFFORDABLE HOUSING | HOUSING NEEDS ASSESSMENT (requires updating every 5 years) | AFFORDABLE HOUSING STRATEGY |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Hornby | Yes | Yes | No | Yes | No | Yes (RVs) | Yes | Yes | Yes | 2018 | No |
| Denman | Yes (Rental Tenure Affordable housing) | Yes | With TUP | Yes | No | Yes (RV, bus, tent, yurt, etc.) | Yes | Yes | Yes | 2018 | No |
| Lasqueti | No | No | Seasonal Occupancy | No | No | Yes (RV, bus, tent, yurt, etc.) | Yes | No | No | 2018 | No |
| Gabriola | Yes (rental tenure affordable housing) | Yes | Yes | Yes | No | Yes (RVs for up to two years if valid building permit for SFD) | Yes | Yes | Yes | 2018 | No |
| Thetis | No | No | Seasonal Occupancy | No | No | No | No | Yes | No | 2018 | No |
| Salt Spring | Yes | Yes | 400 zoned full-time occupancy/ rest seasonal | Yes | No | Yes (RVs for up to two years if valid building permit for SFD) | Yes | Yes | Yes | 2020 | 2020 -current Housing Action Program |
| N. Pender | Yes | No | Yes | Yes | No | No | Yes | Yes | No | 2020 | 2008 (not active) |
| S. Pender | No | No | Yes | No | No | Yes (RV until a SFD is built) | Yes | No | No | 2020 | No |
| Saturna | Yes | No | Yes | Yes | No | Yes (RVs and Yurts) | Yes | No | No | 2020 | No |
| Mayne | No | No | Yes | Yes | Yes | Yes (RVs) | Yes | No | No | 2020 | No |
| Galiano | Yes | Yes | Yes | Yes | No | No | Yes | Yes | Yes | 2020 | No |
| Gambier | No | Yes | Yes | No | No | No | Yes | Yes | No | 2020 | No |
| Bowen | No | Yes | No | Yes | No | No | Yes | Yes | Yes | 2020 | Yes |

[1] Zoning that permits additional dwelling units provided a maximum total floor area is not exceeded.
[2] Tiny homes on wheels, yurts, recreational vehicles

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# TOOL 8 – Appendix 2 - Housing Regulation and Policy Excerpts

Official community plans are legal policy documents intended to manage growth and guide future development. The OCPs guide each community's vision for how the island should change; it is defined in law as "a statement of objectives and policies to guide decisions on planning and land use management."

An OCP typically contains broad goals, objectives for particular land uses, specific policies for each land use, general advocacy policies, maps and development permit areas. The OCP policies guide local trust committee decision-making and are implemented by other tools, principally land use bylaws that prescribe zoning.

Land Use Bylaws are regulatory bylaws that divide land into different zones and specify the types of uses and density (i.e. the number of dwellings) permitted in each zone; LUBs may also include both zone-specific and general requirements for measures such as building floor area, height, site coverage, siting and setbacks, parking, landscaping and screening, run-off control, signage, subdivision and servicing. The LUB is the main tool for implementing OCP policies through land use regulations, particularly zoning. Some islands have specific zones for affordable, seniors, community or special needs housing developments.

The following  provides excerpts from each Local Trust Area and Bowen Island Municipality of policies that address affordable housing, seniors' housing and approach to residential density in general, including where cottages or secondary suites are permitted. Because the policies have been imported directly from each land use bylaw and official community plan the formatting and language is not always consistent. Also, please note that it was not possible to include every housing-related regulation and policy here. Therefore, the respective bylaws for each island should be consulted for a complete picture.

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# Land Use Bylaw Regulations
# Zoning Regulations - Secondary Suites

## Bowen Island

### Accessory Residential Use

3.57 Where permitted in a zone, an accessory residential use shall comply with the following regulations:

3.57.1 not more than one (1) accessory residential use shall be permitted on a lot;

3.57.2 in addition to the parking requirements set out in Part 5 of this Bylaw, at least one parking space must be provided on the lot for each secondary suite or detached secondary suite;
3.57.3 a detached secondary suite shall not exceed a total floor area of 65 square metres plus 0.625% of lot area to a maximum of 140 square metres;
3.57.4 a secondary suite shall not exceed a total floor area of 90 square metres

## Gambier Island

N/A

## Lasqueti Island

N/A

## Hornby Island

### 3.8 Secondary Suites

(1) Where a secondary suite is permitted in Part 8 of this Bylaw, the suite must:

a) be authorized by a Siting and Use Permit;
b) meet all requirements of the British Columbia Building Code;
c) contain at least one bedroom and bathroom, a separate kitchen and living area;
d) be allocated at least one off-street parking area on the same lot, in addition to any parking requirements for the principle dwelling unit;
e) be located wholly within the principle residential dwelling;
f) be occupied by the owner or residential tenant; and
g) be limited in size to 40% of the floor area of the principal dwelling unit to a maximum floor area of 90 square metres.

(2) Where a secondary suite is permitted in Part 8 of this Bylaw, an authorized person as defined in the Sewage System Regulations under the

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Public Health Act must state in writing to the Islands Trust that the sewage disposal system to which the building accommodating the secondary suite is connected to is capable of providing adequate sewage treatment for the principal dwelling and secondary suite.

(3) Despite Part 8 of this Bylaw, a secondary suite is not a permitted use in a dwelling on any lot within the heavily developed – high vulnerability aquifer designation as shown on Schedule D2 of the Hornby Island Official Community Plan Bylaw No. 149.

## Denman Island

4. Secondary dwelling units may be permitted, subject to conditions, by Temporary Use Permit on lands zoned as "R2" (Rural Residential), "A" (Agriculture), "F" (Forestry) and "RE" (Resource). Secondary suites are generally permitted within these zoning designations without the need for a Temporary Use Permit.

5. A secondary suite is permitted within a dwelling unit provided that:

   a) Either the dwelling unit or secondary suite is occupied by the owner of the dwelling unit; or the dwelling unit or the secondary suite is occupied by a person other than the owner who has responsibility for managing the property, including dealing with complaints of neighbours arising from the occupancy of the property;
   b) There is a maximum of one secondary suite permitted per lot;
   c) The secondary suite is contained within the walls of a permitted dwelling unit;
   d) The secondary suite shall have an external access only which is separate from that of the principal dwelling;
   e) The floor area permitted for a secondary suite is no more than 40% of the floor area of the dwelling unit to a maximum of 90 square metres;
   f) One off-street parking space is provided for the exclusive use of the secondary suite; and
   g) The secondary suite is not subdivided from the principal dwelling unit under the Land Title Act or the Strata Property Act.

8. Where water is supplied to a secondary suite or a secondary dwelling unit by a community water system, the operator of the community water system must provide written confirmation that it has sufficient capacity prior to the issuance of any permits to allow the use.

9. Where water is to be supplied from a surface water body, a water license, issued by the Province, must permit the withdrawal of the required amount of water prior to the issuance of any permits to allow a secondary suite or secondary dwelling unit.

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## Gabriola Island

B.6.6 Secondary Suite Regulations

Secondary Suites, where permitted in Part D of this bylaw, are subject to the following requirements:

B.6.6.1 Secondary suites are a permitted accessory use on lots 2.0 hectares (4.94 acres) or larger;
B.6.6.2 One (1) secondary suite is permitted per lot,
B.6.6.3 Outside the Agriculture Land Reserve a secondary suite may be located within or attached to a single family dwelling or within an accessory building.
B.6.6.4 Within the Agricultural Land Reserve a secondary suite must be located wholly within a single family dwelling.
B.6.6.5 The maximum permitted floor area for a secondary suite located within or attached to a single family dwelling is 90 square metres (968 square feet) or 40% of the floor area of the dwelling, whichever is less;
B.6.6.6 The maximum permitted floor area for a secondary suite located within an accessory building is 90 square metres (968 square feet);
B.6.6.7 A secondary suite must not be located within a manufactured home;
B.6.6.8 For lands outside of the ALR, a secondary suite shall not be permitted on a lot unless the owner of the lot has registered a restrictive covenant under Section 219 of the Land Title Act in favour of the Gabriola Island Local Trust Committee prohibiting the registration of a strata plan under the Strata Property Act or Land Title Act which would result in the secondary suite being a separate lot.

## Thetis Island

N/A

## Salt Spring Island

3.16.1 Secondary suites are permitted on lots that are within or partially within the shaded area on Schedule "I" to this Bylaw.

3.16.2 A dwelling unit is permitted to contain a secondary suite provided that:

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(1) the dwelling unit or the secondary suite is occupied by the owner of the dwelling; or
(2) the dwelling unit or the secondary suite is occupied by a person other than the owner who has responsibility for managing the property, including dealing with complaints of neighbours arising from the occupancy of the property.

3.16.3 There is a maximum of one secondary suite permitted per lot.

3.16.4 A secondary suite must be contained within the walls of the building that contains the principal dwelling unit.

3.16.5 The entrance to a secondary suite from the exterior of the building must be separate from the entrance to the principal dwelling unit.

3.16.6 The maximum floor area for a secondary suite is 90$m^2$ (968 $ft^2$).

3.16.7 A secondary suite must not be subdivided from the principal dwelling unit under the Land Title Act or the Strata Property Act.

3.16.8 Where a lot is supplied by groundwater, a building containing a secondary suite must have sufficient available groundwater.

3.16.9 Where a secondary suite is supplied by rainwater collection, the rainwater system must be capable of supplying the suite with a sufficient quantity of potable water.

3.16.10 Where water is to be supplied to a secondary suite by a combination of sources, a written plan for the supply of water is to be provided that demonstrates an adequate supply of potable water.

3.16.11 Where water is supplied to a secondary suite by a community water system, the operator of the community water system must provide written confirmation that it has sufficient capacity to supply the secondary suite.

3.16.12 Where water is to be supplied from a surface water body, a water license, issued or amended after November 30, 1994, must permit the withdrawal of the required amount of water.

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## Galiano Island

2.28 Secondary suites permitted in Parts 5 and 6 are subject to the following:

2.28.1 One secondary suite is permitted on each lot having an area 0.4 hectares or greater.

2.28.2 On parcels having an area greater than 0.4 hectares a secondary suite shall not be permitted on the parcel if a cottage has been constructed and a cottage shall not be permitted on the parcel if a secondary suite has been constructed.

2.28.3 A secondary suite shall not exceed 60m2 (646 ft2) in floor area nor 40% of the floor area of the building in which it is located.

2.28.4 A secondary suite shall be entirely located within the building that contains the principal dwelling.

2.28.5 A secondary suite shall have an entrance from the exterior of the building separate from the entrance to the principal dwelling.

2.28.6 A building permit shall not be issued for a secondary suite, nor shall a secondary suite be occupied, unless the building that is to contain the secondary suite is equipped with a rainwater catchment and storage system having a capacity of at least 16,000 litres and must be capable of supplying the suite with a sufficient quantity of potable water.

2.28.7 A secondary suite must not be subdivided from the principal dwelling unit under the Land Title Act or the Strata Property Act.

2.28.8 Home occupations are permitted in secondary suites subject to the following:

2.28.8.1 No non-resident employees are permitted.

2.28.8.9 A minimum of one parking space must be provided for a secondary suite.

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## North Pender Island

### 3.18 Secondary Suites

3.18.1 There is a maximum of one secondary suite permitted per lot.

3.18.2 A secondary suite shall be entirely located within the building that contains the principal dwelling.

3.18.3 The maximum floor area for a secondary suite is 90m2 (968 ft2) and it must not exceed 40 per cent of the floor area of the principal dwelling.

3.18.4 The entrance to a secondary suite from the exterior of the building must be separate from the entrance to the principal dwelling unit.

3.18.5 A secondary suite must not be subdivided from the principal dwelling unit under the Land Title Act or the Strata Property Act.

3.18.6 A secondary suite may not be used as a short term vacation rental or a bed and breakfast home business.

## South Pender Island

N/A

## Mayne Island

### 3.13 Secondary Suites

1) Secondary suites are permitted on lots that are within the shaded area on Schedule "D" to this Bylaw.
2) There is a maximum of one secondary suite per lot.
3) On parcels less than 4 hectares: a secondary suite shall not be permitted on the parcel if a cottage has been constructed in areas outside the shaded area in Schedule E; and a cottage shall not be permitted on the parcel if a secondary suite has been constructed in areas outside the shaded area in Schedule E.

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4) The secondary suite must be contained within the walls of the building that contains the principal dwelling unit.
5) Home occupations cannot be carried out in a secondary suite.
6) The entrance to a secondary suite from the exterior of the building must be separate from the entrance to the principal dwelling unit.
7) A building permit shall not be issued for a secondary suite until the building that is to contain the secondary suite is equipped with a water catchment and storage system for the storage of rainwater. Minimum cistern capacity required for a building containing a secondary suite is 13640 litres (3000 gallons).
8) The floor area of the secondary suite shall not exceed 93m2 (1001 ft2) nor shall it exceed 50 per cent of the floor area of the principal dwelling unit.
9) A secondary suite must not be subdivided from the principal dwelling unit under the Land Title Act or the Strata Property Act

## Saturna Island

### 2.18 Secondary Suites

2.18.1 The secondary suite must be contained within the walls of the building that contains the principal residence.

2.18.2 The entrance to a secondary suite from the exterior of the building must be separate from the entrance to the principal residence.

2.18.3 A building permit shall not be issued for a secondary suite until the building is serviced by an adequate supply of potable water.

2.18.4 The floor area of the secondary suite shall not exceed 90 m2 (968 ft2) nor shall it exceed 40 per cent of the floor area of the principal residence. A secondary suite must not be subdivided from the principal residence under the Land Title Act or the Strata Property Act.

2.18.5 Secondary suites are not permitted in the areas identified as having moderate to high aquifer vulnerability depicted on Schedule E.

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# Zoning Regulations - Accessory Dwelling Units/Cottages/Cabins/Detached Secondary Suites

## Bowen Island

3.57 Where permitted in a zone, an accessory residential use shall comply with the following regulations:

1. not more than one (1) accessory residential use shall be permitted on a lot;
2. in addition to the parking requirements set out in Part 5 of this Bylaw, at least one parking space must be provided on the lot for each secondary suite or detached secondary suite;
3. detached secondary suite shall not exceed a total floor area of 65 square metres plus 0.625% of lot area to a maximum of 140 square metres.

## Gambier Island

### 3.14 Associated Secondary Dwelling Floor Area

(1) Associated secondary dwellings are permitted in zones where associated secondary dwelling use is a permitted use based on the following regulations:

a) Lots with a minimum lot area of 0.4 hectare in area are permitted an associated secondary dwelling with a maximum floor area of 60 square metres.

b) For lots greater than 0.4 hectare in area, for each additional 0.2 hectare in lot area beyond 0.4 hectare an additional 8 square metres floor area may be added to the permitted 60 square metres floor area to a maximum floor area of:

i. 120 square metres on lots less than 2 hectare in area; and

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ii. 200 square metres on lots 2 hectare and greater in area.

c) Despite 3.14 (1)(a) in those instances where the lot is less than 0.4 hectare in area and a dwelling unit with an occupancy permit from the Sunshine Coast Regional District issued prior to November 15, 1996 has been constructed on the lot, an associated secondary dwelling with a maximum floor area of 60 square metres shall be permitted.

## Lasqueti Island

### Guest Cabins and Temporary Use of Recreational Vehicles

(4) A guest cabin shall not exceed 56 square metres (602.7 square feet) in floor area.
(5) A guest cabin is not a dwelling and not to be actively used for long term rental accommodation purposes.
(6) A guest cabin may only be used as a commercial short-term rental of less than 30 days provided the appropriate Commercial 3 zoning is in place.

### 3.9. Dwellings and Guest Cabins per Lot

(1) Unless otherwise regulated in this Bylaw, any upland lot is permitted to have one dwelling.

(2) Unless otherwise regulated in this Bylaw, the following number of dwellings are permitted per lot:

(a) Subdivision District A: one (1) dwelling per four (4) hectares (9.88 acres) of lot area.
(b) Subdivision District B: one (1) dwelling per eight (8) hectares (19.76 acres) of lot area.
(c) Subdivision District C: one (1) dwelling per 65 hectares (160.61 acres) of lot area.

(3) For each permitted dwelling, a guest cabin not exceeding 56 square metres (602.7 square feet) in floor area is permitted.

(4) For the purpose of calculating density, six (6) tenting sites are considered equivalent to one dwelling density.

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## Hornby Island

### 3.2 Uses Prohibited in All Zones

(1) For certainty, the following uses, buildings and structures are prohibited in all zones, except where expressly permitted in Part 8:

(c) The use of an accessory building or structure as a dwelling unit;

## Denman Island

**Section 2 – General Regulations**

**Section 2.1 Uses, Buildings, and Structures**

### Principal Dwelling Units

3. On lots where a principal dwelling unit exists and a subsequent principal dwelling unit is to be created, the landowner must provide proof of an adequate supply of water for the second or subsequent dwelling unit using the rules for proving water for a subdivision in Section 2.8.

### Secondary Suites and Dwelling Units

4. Secondary dwelling units may be permitted, subject to conditions, by Temporary Use Permit on lands zoned as "R2" (Rural Residential), "A" (Agriculture), "F" (Forestry) and "RE" (Resource). Secondary suites are generally permitted within these zoning designations without the need for a Temporary Use Permit.

6. Where permitted by a Temporary Use Permit a secondary dwelling unit shall:

    a) Not have a floor area in excess of 140 square metres;

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b) Shall not be located more than 60 metres from the principal residence unless otherwise approved by the Local Trust Committee as a condition of the permit; and

c) Be connected to an approved sewerage system. d) Include a rainwater catchment and storage system for a capacity of at least 1,000 gallons unless otherwise approved by the Local Trust Committee as a condition of the permit.

7. A written plan for the supply of water is to be provided that demonstrates an adequate supply of potable water prior to the issuance of any permits to allow the use.

### Accessory Buildings and Structures

10. Accessory buildings and structures are not to be used for overnight accommodation other than on an occasional basis, except as permitted elsewhere in this Bylaw

## Gabriola Island

B.6.6.3 Outside the Agriculture Land Reserve a secondary suite may be located within or attached to a single family dwelling or within an accessory building.

B.6.6.6 The maximum permitted floor area for a secondary suite located within an accessory building is 90 square metres (968 square feet);

B.6.6.7 A secondary suite must not be located within a manufactured home;

## Thetis Island

*Guest Cottages are permitted as an accessory use in residential zones.

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## 3.14 Seasonal Cottages

3.14.1 Unless otherwise specified, no seasonal cottage may be constructed or occupied on a lot less than 1.2 ha in area.

3.14.2 The maximum floor area of a seasonal cottage is 56 square metres. 3.14.3 A seasonal cottage is to be physically detached from any other building or structure, and may not be constructed or occupied on any lot occupied by two or more other dwelling units.

3.14.4 A seasonal cottage, including any stairs, decks or porches or other structures that are attached to the cottage or that function as part of the cottage, is not to be located within 6 m of any other building on a lot.

3.14.5 A seasonal cottage may not have a basement, or a garage or carport that is physically attached or functions as part of the seasonal cottage.

3.14.6 A seasonal cottage may only be used for temporary occupation by a person or persons having a permanent residence elsewhere and using the cottage for recreational or vacation purposes. A seasonal cottage may be used as part of a bed and breakfast home-based business as set out in Subsection 3.13.8, but is not to be used as a separate commercial guest accommodation unit that is not operated as a home-based business.

3.14.7 Where a lot on Salt Spring Island is between 0.6 ha and 1.2 ha in area and contains a seasonal cottage not exceeding 56 square metres in total floor area and built prior to March 21, 1979, one single-family dwelling may also be permitted on the lot.

3.14.8 Where a lot on Salt Spring Island is greater than 0.6 ha in area and was split by a public highway prior to January 1, 1980, resulting in each side of the split lot exceeding 0.2 ha, then a single-family dwelling is permitted on one portion of the split lot and a seasonal cottage is permitted on the other portion across the highway.

3.14.9 A seasonal cottage may be a mobile home or a manufactured home.

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## 3.15 Full-Time Rental Cottages

3.15.1 No full-time rental cottage may be constructed or occupied on a lot less than 1.2 ha in area.

3.15.2 A full-time rental cottage may not exceed 56 square metres in floor area on a lot less than 2 hectares in area, or 90 square metres in floor area on lots with an area 2 hectares or greater.

3.15.3 A full-time rental cottage is to be physically detached from any other building or structure, and may not be constructed or occupied on any lot occupied by two or more other dwelling units.

3.15.4 A full-time rental cottage, including any stairs, decks or porches or other structures that are attached to the cottage or that function as part of the cottage, is not to be located within 6 m of any other building on a lot. 3.15.5 A full-time rental cottage may not have a basement.

3.15.6 A full-time rental cottage may have an attached garage or carport. All areas of an attached garage or carport meeting the Land Use Bylaw definition of floor area will be considered floor area for the purpose of calculating the total floor area of the full-time rental cottage.

3.15.7 A full-time rental cottage may be a mobile home or a manufactured home. 3.15.8 On lots where a full-time rental cottage is permitted, no full-time rental cottage with a floor area exceeding 56 square metres may be used as part of a bed-and-breakfast home-based business.

3.15.9 No full-time rental cottage with a floor area greater than 56 square metres, or addition to an existing cottage that exceeds 11.6 square metres of floor area, may be constructed unless the cottage is equipped with a rainwater storage, treatment, and delivery system for potable water designed in accordance with Canadian Standards Association rainwater harvesting system standard CSA B805- 18.

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## Galiano Island

### Prohibited Uses

2.3 The following uses of land, buildings and structures are prohibited in all zones:

2.3.1 the use of an accessory building or structure, other than a cottage, for human habitation;

2.3.2 mobile home parks and commercial campgrounds;

**Cottages are a permitted use within zones VR1 / VR2 / SLR / RR / R2 / R3.*

## North Pender Island

**Cottages are defined and a permitted use (on properties over 1.2 ha) in zones RR / R / RC1 / AG.*

(7) The maximum floor area of a cottage shall be 56 square metres (603 square feet) on a lot 1.2 hectares (3 acres) or less in area.
(8) The maximum floor area of a cottage shall be 93 square metres (1002 square feet) on a lot greater than 1.2 hectares (3 acres) in area.

## South Pender Island

**Cottages, as such term is defined in the Land Use Bylaw, are a permitted use within zones RR1 / RR2 / RR3 / F / A.*

### 3.5 Accessory Buildings and Structures

(2) An accessory building may be constructed or placed on a lot and occupied as a temporary dwelling prior to the construction of a dwelling on the same lot, subject to:

(a) A building permit being issued, and remaining in effect, for the dwelling;

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(b) The connection of the accessory building to sewage disposal facilities complying with the Public Health Act;

(c) The provision of a domestic water supply to the building;

(d) Compliance with the use, density and siting requirements of this Bylaw for dwellings and cottages; and

(e) The occupancy of the accessory building ceasing prior to or concurrently with occupancy of a dwelling on the lot.

## Mayne Island

**Cottages, as such term is defined in the Land Use Bylaw, are defined and a permitted use in zones SR / RR1 / MBRC / R / UP / A.*

### 3.13 Secondary Suites

(3) On parcels less than 4 hectares: a secondary suite shall not be permitted on the parcel if a cottage has been constructed in areas outside the shaded area in Schedule E; and a cottage shall not be permitted on the parcel if a secondary suite has been constructed in areas outside the shaded area in Schedule E

## Saturna Island

### 2.10 Cottages

2.10.1 On those parcels where a residence and a cottage are permitted uses, a cottage may be constructed prior to the construction of a residence.

**Cottages are a permitted use on parcels over 1.2 ha in zones RR / RG / FR1.*
**Cottages are a permitted use on parcels over 20.24 ha in zone F.*
**Cottages are a permitted use in zones F1 / FG.*

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# Zoning Regulations – Alternative Dwelling Units (RVs, Travel Trailers, Tiny Homes, Yurts, etc.)

## Bowen Island

3.3 The following uses are prohibited in all zones, except as otherwise specifically stated in this Bylaw:

1. Campgrounds for recreational vehicles and trailer parks;
2. Manufactured home parks;

5. A use located partially or totally in a tent trailer, motor home, camper, or other recreation vehicle, without a permanent foundation or permanent service connection, except when a tent trailer, motor home or camper, or other recreation vehicle:
   - is otherwise permitted by this Bylaw; or
   - is used for temporary sleeping accommodation for non-paying visitors on a residential lot for a period not exceeding 90 days in any 360-day period.

## Gambier Island

### 3.2 Prohibited in all zones

(1) For clarity the following uses, as well as other uses not expressly permitted in Section 3.1 and in the specific zone regulations in Part 5, are prohibited in all zones:

f. A use located partially or totally in a tent or travel trailer, motor home, or camper except when:

(i) a tent or travel trailer, motor home or camper is otherwise permitted by this Bylaw, or
(ii) travel trailer, motor home or camper is a licensed vehicle pursuant to the Motor Vehicle Act and the vehicle is able to be

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immediately moved without having to remove it from any supporting foundation or service connection, or

(iii) a tent is used for recreational purposes on a lot zoned to permit residential use;

## Lasqueti Island

### 3.8. Guest Cabins and Temporary Use of Recreational Vehicles

(1) Storage of a travel trailer, mobile home, bus, vessel or other recreation vehicle on a lot, provided such is not actively used for human habitation or any overnight accommodation is permitted.

(2) A travel trailer, mobile home, bus, vessel or other recreation vehicle is considered and may be used as a dwelling unit on any lot where a single family dwelling is a permitted building provided that it complies with residential density calculations in accordance with section 3.9.

(3) Where permitted, a travel trailer, mobile home, bus, vessel or other recreation vehicle may be used in place of a guest cabin on a lot for non-commercial accommodation provided that the floor area does not exceed 56 square metres (602.7 square feet).

## Hornby Island

### 3.2 Uses Prohibited in All Zones

(1) For certainty, the following uses, buildings and structures are prohibited in all zones, except where expressly permitted in Part 8:

(a) The use of a boat, vessel, or structure over water as a residence for more than four consecutive weeks or more than 90 days in any calendar year, except where expressly permitted;

(b) The use of the surface of the water for the mooring or berthing of float camps;

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### 3.11 Temporary Dwelling

(1) A recreational vehicle, mobile home, caravan, travel trailer or existing structure may be used as a temporary dwelling while a principal dwelling unit is under construction provided that:

(a) A siting and use permit has been issued for the principal dwelling unit;
(b) The period of occupancy of the temporary dwelling does not exceed 365 days;
(c) The temporary dwelling is sited to permit direct discharge of effluent into an approved sewage disposal system; and
(d) On completion and occupancy of the principal dwelling unit, the recreational vehicle, mobile home, caravan, travel trailer or existing structure is not used as a dwelling.

## Denman Island

### Travel Trailers

11. Travel trailers may be stored on the lot and used for occasional non-commercial accommodation.

12. A travel trailer, bus or similar vehicle may be used as a principal dwelling unit or as a secondary dwelling unit approved by a Temporary Use Permit on any lot where a single family dwelling is a permitted building provided that it:
    - is on a lot larger than 1.0 ha or is screened from adjacent properties subject to Section 2.7;
    - is connected to an approved sewage disposal system; and
    - is considered a dwelling unit for the purpose of residential density calculations.

## Gabriola Island

### B.6.4 Use of Travel Trailers, Recreational Vehicles and Accessory Buildings

B.6.4.1 One travel trailer, recreational vehicle or accessory building may only be used as a temporary dwelling unit on any lot where

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single family residential use is a permitted use to a maximum of two years, provided:

a. valid building permit for the principal dwelling unit is in effect for the property;
b. the trailer or recreational vehicle is enclosed or screened from adjacent land by a landscape screen or fence subject to subsection B.2.7or B.2.4, respectively, not less than 2.0 metres (6.6 feet) in height; and
c. the travel trailer, recreational vehicle or accessory building is connected to an approved sewage disposal system.

## Thetis Island

N/A

## Salt Spring Island

### 3.18 Use of Travel Trailers and Recreational Vehicles

3.18.1. In zones where dwelling units are permitted, one travel trailer or one recreational vehicle may be occupied as a camping unit on a lot for a maximum of 90 days in any year provided approved sewage disposal facilities are provided.

3.18.2. In zones where dwelling units are permitted, one travel trailer or one recreational vehicle may be occupied as a camping unit on a lot for two years during construction of a dwelling unit on the same lot provided that:

(1) a valid building permit exists for the dwelling unit on the lot, and
(2) the water supply and approved sewage disposal facilities for the dwelling unit have been installed and temporarily conncted to the travel trailer or recreational vehicle.

3.18.3. Except as permitted in Subsections 3.18.1 and 3.18.2 a travel trailer or recreational vehicle may not be occupied on lots that are not zoned to permit campgrounds.

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## Galiano Island

N/A

## North Pender Island

N/A

## South Pender Island

3.10 Use of Recreational Vehicles as a Dwelling

(1) The use of a recreational vehicle as a temporary dwelling prior to the construction of a dwelling on the same lot is permitted in the any zone where a dwelling is a permitted use, subject to:

(a) the connection of the recreational vehicle to sewage disposal facilities complying with the Public Health Act;
(b) the provision of a domestic water supply to the vehicle;
(c) compliance with the use, density and siting requirements of this Bylaw for dwellings and cottages, as if the vehicle were a cottage;
(d) the occupancy of the recreational vehicle ceasing prior to or concurrently with the occupancy of a dwelling on the property;
(e) where a building permit has been issued for a dwelling, the building permit remain in effect and occupancy of a recreational vehicle not exceed two years; and
(f) where a recreational vehicle is used for temporary camping, occupancy of a recreational vehicle not exceed 90 days in a calendar year. Nothing in this Subsection prohibits the storage on a lot of recreational vehicles that are not being used as dwellings.

## Mayne Island

3.9 Use of Recreational Vehicles

(1) The use of a recreational vehicle as a dwelling or cottage is permitted on a lot in the SR, MBRC, RR1, R, UP and A zones, subject to:

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(a) the connection of the recreational vehicle to sewage disposal facilities consistent with the provisions of the Public Health Act;
(b) the provision of a domestic water supply; and
(c) compliance with the use, density and siting requirements of this Bylaw for dwellings and cottages;

### Saturna Island

**2.13 Use of Recreational Vehicles and Yurts**

2.13.1 The use of a recreational vehicle or yurt as a dwelling or cottage is permitted subject to:

2.13.1.1 the connection of the recreational vehicle or yurt to sewage disposal facilities consistent with the Public Health Act;
2.13.1.2 the provision of a domestic water supply; and
2.13.1.3 compliance with the use, density and siting requirements of this Bylaw for dwellings and cottages.

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## Zoning Regulations – Affordable Housing Dwelling Units

### Bowen Island

*Permitted in a number of site-specific Comprehensive Development zones.

### Gambier Island

N/A

### Lasqueti Island

N/A

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## Hornby Island

*Community Housing is a permitted use under zones R3 / R3A / PU.

## Denman Island

*Community Housing is defined, only permitted under 1 site (Zoning Site Specific Amendment)

## Gabriola Island

*Affordable Housing is a permitted use under MAH1 zone.

## Thetis Island

N/A

## Salt Spring Island

*Affordable Housing is a permitted use under zones R1(a) / R1(b) / R6(c) / R12(a) / R(m).

## Galiano Island

*Affordable Housing is a permitted use within zones CH1 / CH2.

## North Pender Island

### 8.11 Special Needs Housing (SNH) Zone

#### 8.11.2 Permitted Uses

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(1) In addition to uses permitted in Section 3.1 of this Bylaw, the following uses and no others are permitted in the Special Needs Housing (SNH) Zone:
(a) Two-family dwellings managed by a non-profit society.

## South Pender Island

N/A

## Mayne Island

Senior Citizens Housing is permitted under the (CD1) Zone

## Saturna Island

### 4.5 Multiple Family Residential Zone (MFR) Permitted Uses

4.5.1 In the Multiple Family Residential (MFR) Zone the following uses are permitted, subject to the regulations set out in this section and the general regulations set out in Part 2, and all other uses are prohibited.

4.5.1(1) Residential for the purpose of providing affordable, senior or special need housing.

# Zoning Regulations – Multi-Family Dwelling Units

## Bowen Island

N/A (two-family dwellings permitted for specific zones)

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## Gambier Island

N/A

## Lasqueti Island

N/A

## Hornby Island

Attached housing is a permitted use under the R3A Zone.

## Denman Island

N/A

## Gabriola Island

Multi-family housing is a permitted use under the MAH1 Zone.

## Thetis Island

N/A

## Salt Spring Island

Multi-family housing is a permitted use under zones C2 / CD1 / CD2 / R1 / R2 / R4 / R11.

## Galiano Island

N/A

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## North Pender Island

8.2 Rural Comprehensive Two (RC2) Zone BL 174 The Rural Comprehensive Two (RC2) zone applies to the parcels legally described as Lot A, of Section 23, Pender Island, Cowichan District, Plan 28410 and of Parcel D (DD 21950F) of Section 23, Pender Island, Cowichan District, Except Part in Plan 28410 at the time of adoption of the bylaw.

8.2B.3 Residential Density

(1) There may not be more than ten dwellings in the Rural Comprehensive Two (RC2) zone.

(2) In the event of the subdivision of Lot A, of Section 23, Pender Island, Cowichan BL 194 BL 194 35 District, Plan 28410 or of Parcel D (DD 21950F) of Section 23, Pender Island, Cowichan District, Except Part in Plan 28410, the maximum density shall be one dwelling per lot.

8.11 Special Needs Housing (SNH) Zone

8.11.3 Residential Density

(1) There may not be more than one dwelling unit per 0.1 hectares of lot area, to a maximum of 20 dwelling units per lot.

## South Pender Island

N/A

## Mayne Island

Comprehensive Development 1 (CD1) and Comprehensive Development 2 (CD2) zones permit more dense residential development.

## Saturna Island

4.5 Multiple Family Residential Zone (MFR) Permitted Uses

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4.5.5 In the Multiple Family Residential (MFR) Zone the following uses are permitted, subject to the regulations set out in this section and the general regulations set out in Part 2, and all other uses are prohibited. 4.5.1(1) residential for the purpose of providing affordable, senior or special need housing.

4.5.5 There shall not be more than four (4) residential units per 0.4 hectares (one acre) in the Multiple Family Residential Zone

## OCP Policies

## OCP Policies – Secondary Suites

### Bowen Island

Policy 355 Within Snug Cove Village, the following types of housing are supported: detached homes, detached homes with a secondary suite, duplexes, and townhouses, multi-unit housing types, subject to the provisions of Section 3 of this OCP and the regulations of the Zoning Bylaw. Outside of Snug Cove Village, the following types of housing are supported: detached homes and detached homes with a secondary suite, and small scale social housing, affordable housing, co-housing may be considered subject to other policies of this OCP.

### Gambier Island

N/A

### Lasqueti Island

N/A

### Hornby Island

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### Rental Housing Policies

6.3.5.13 A secondary suite, limited in size and contained within a permitted dwelling, may be permitted on larger rural lots (in accordance with policies in Subsection 6.3.3 (Rural Residential of this Plan), and despite Subsection 6.3.3, on lots 2.0 hectares or larger in order to provide rental opportunities provided the owner or residential tenant occupies the principle residence

## Denman Island

Policy 10 In the rural designation zoning regulations should generally permit one dwelling unit per lot, including a secondary suite, provided that the land owner provides the Local Trust Committee with proof of adequate water supply for each dwelling unit without endangering the water supply of adjacent land owners. A secondary dwelling unit may be permitted on a lot if approved by a Temporary Use Permit.

Policy 11 The overall residential density on Denman Island should generally not increase beyond that permitted by existing zoning on the date this Plan was adopted except that an increase of approximately 5 percent may be permitted to accommodate zoning amendments for special needs and affordable housing, secondary dwelling units approved by the Denman Island Local Trust Committee under a Temporary Use Permit and site-specific zoning amendment applications under Policy 29 of this Section. Notwithstanding the foregoing, secondary suites contained within the footprint of conforming dwelling units are not deemed to contribute to density calculations for the purposes of this policy.

## Gabriola Island

### 2.1 General Residential Policies

h) On parcels 2.0 hectares (4.94 acres) or larger, one secondary suite shall be permitted per parcel, accessory to a principal single family dwelling.

### 2.6 Single-family Affordable Housing Policies

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a) Provision for a secondary suite on a parcel 2.0 hectares or larger (as per policy 2.1 g) shall be recognized as a means of providing for affordable housing in a rural, low density context.

## Thetis Island

N/A

## Salt Spring Island

### Secondary Suites

B.2.2.2.15 The Local Trust Committee may give consideration to amending the Land Use Bylaw to allow secondary suites in dwellings as affordable housing under certain circumstances. Any initiative to allow suites should address the following criteria:

a. A maximum of one suite is allowed per dwelling.
b. The owner occupies either the principal dwelling or the suite.
c. Suites should only be allowed in areas with an adequate supply of potable water.
d. Suites should not be allowed in areas that are community water system supply watersheds or in community well capture zones.
e. New construction of dwellings with suites in areas containing sensitive ecosystems or areas that are hazardous for development should be managed by development permit.
f. The use of suites will not be for short-term rental, in accordance with the Land Use Bylaw.
g. Regulations should limit suites to 40% of the floor area of the principal dwelling and no more than 90 m2 of floor area.
h. Building safety and waste disposal issues are addressed through compliance with the B.C. Building Code and applicable health standards.
i. The Local Trust Committee will consider the use of housing agreements and other measures to ensure that suites are affordable and to address occupancy.
j. The Local Trust Committee will work with the Capital Regional Housing Corporation on the administration of housing agreements in order to implement this policy.
k. The Local Trust Committee should coordinate implementation of zoning changes with Capital Regional District Building Inspection and the Vancouver Island Health Authority.
l. The Local Trust Committee may also consider limits on the numbers and location of secondary suites to minimize dependency on private automobiles.

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m. The Local Trust Committee will make zoning changes incrementally and monitor changes in order to have the effect of limiting the overall number of suites on the island.
n. The Local Trust Committee will consider an annual registration system in order to remain informed about the number and location of occupied suites.

## Galiano Island

2.1.c) Secondary suites may be permitted within principal dwellings with the intent of providing housing options and vacation rental accommodation. A maximum of one secondary suite, limited in floor area, shall be permitted per lot and dwellings containing secondary suites shall provide a rainwater catchment and storage system.

## North Pender Island

2.1H Accessory housing options such as secondary suites may be permitted as a way to increase the stock of rental housing without negatively impacting the rural sense of place or the carrying capacity of the island.

## South Pender Island

N/A

## Mayne Island

### 2.1.1 Settlement Residential

2.1.1.10 Except where regulations permit additional dwelling units while limiting floor area, on secondary suite, limited in size, contained wholly within a dwelling unit may be permitted per parcel. On parcels less than 4 hectares: a secondary suite shall not be permitted on the parcel if a cottage has been constructed; and a cottage shall not be permitted on the parcel if a secondary suite has been constructed. A rainwater catchment and storage system shall be required prior to the construction of a secondary suite.

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### 2.1.4 Rural

2.1.1.11 Except where regulations permit additional dwelling units while limiting floor area, on secondary suite, limited in size, contained wholly within a dwelling unit may be permitted per parcel. On parcels less than 4 hectares: a secondary suite shall not be permitted on the parcel if a cottage has been constructed; and a cottage shall not be permitted on the parcel if a secondary suite has been constructed. A rainwater catchment and storage system shall be required prior to the construction of a secondary suite.

### 2.1.5 Upland

2.1.5.10 One secondary suite, limited in size, contained wholly within a dwelling unit may be permitted per parcel. On parcels less than 4 hectares: a secondary suite shall not be permitted on the parcel if a cottage has been constructed; and a cottage shall not be permitted on the parcel if a secondary suite has been constructed. A rainwater catchment and storage system shall be required prior to the construction of a secondary suite.

### 2.2.1 Agriculture

2.2.1.10 One secondary suite, limited in size, contained wholly within a dwelling unit may be permitted per parcel. On parcels less than 4 hectares: a secondary suite shall not be permitted on the parcel if a cottage has been constructed; and a cottage shall not be permitted on the parcel if a secondary suite has been constructed. A rainwater catchment and storage system shall be required prior to the construction of a secondary suite.

## Saturna Island

### C.1 General Policies

C.1.3 From the date of adoption of the Plan, no rezoning, development permit, temporary permits, or other planning tool or device available to the local trust committee should be used to increase the maximum subdivision capacity, or total residential density of any island within the Area. Secondary suites are not considered as residential density for the purposes of calculating overall residential density within the Saturna Island Local Trust Area.

D.1.1 To protect the character of neighbourhoods, separate zones in regulatory bylaws should provide for the following uses:

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j) Secondary suites may be permitted in designations that permit residential use

**D.1.R Rural Residential/D.1.G Rural General/D.1.C Rural Comprehensive/D.2 Farmland/D.4 Forest/D.5 Heritage Forest/ D.6 Wilderness Reserve**

- One secondary suite, limited in size, contained within a primary residence may be permitted per primary residence

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# OCP Policies – Accessory Dwelling Units/Cottages/Cabins/Detached Secondary Suites

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## Bowen Island

Policy 134 The average parcel size for properties located in the rural designation is 4 hectares (10 acres). In the areas designated Rural 1 the average parcel size is two hectares. The following policies apply to both Rural and Rural 1.

- dwelling density will be limited to one dwelling unit per lot except where the property is eligible for consideration for purposes of providing affordable housing, rental housing or special needs housing or lots containing an accessory dwelling;

Policy 143 Dwelling density will be limited to one dwelling unit per lot in the Rural Residential and Rural Residential areas, except that the Municipality may consider rezoning proposals to allow for more than one single detached dwelling unit per lot if one of the following criteria were to apply:

- further subdivision of the parcel is impractical because of topography and the building density would not exceed the building density that could be created if the parcel was subdivided;
- community amenities are provided that would otherwise be provided if the property were to be subdivided; or
- the building density would not exceed the building density that could be created if the parcel was subdivided. In this instance regulations would be amended to preclude further subdivision.

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## Gambier Island

### General Residential Policy

4.10 In evaluating the suitability of a parcel for comprehensive residential zoning to allow for more than one dwelling and one associated secondary dwelling on a parcel, the Local Trust Committee should examine whether:

i. the further subdivision of the parcel is impractical for reasons of location, topography or access;

ii. parkland or other amenities will be provided equivalent to what would otherwise be provided as part of a subdivision process;

iii. the residential density would exceed the number of dwelling units that would be permitted if the parcel had been subdivided;

iv. the use of a covenant to limit further subdivision of the parcel is required; and

v. adequate water supply and sewage disposal services are available to support the scale of the intended use.

### Settlement Residential Policy

4.17 An associated secondary dwelling may be a permitted use on existing parcels of 0.4 hectares or greater subject to:

i. the use being accessory to the principal dwelling use;

ii. the use providing for:

- the accommodation of non-paying guests of the principal dwelling residents;
- housing for affordable or rental purposes; or
- home occupations;

iii. the maximum floor area being regulated to insure the associated secondary dwelling is limited in floor area, secondary in use and smaller in floor area than the principal dwelling and proportionate to the lot area; and the Local Trust Committee in the zoning regulations may

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vary policy provisions regarding associated secondary dwellings to address site specific situations provided by the cumulative impacts of development.

4.18 An associated secondary dwelling of limited floor area may be a permitted use on existing parcels of less than 0.4 hectare subject to:

i. a principal dwelling unit being constructed on the lot;

ii. an occupancy permit for the principal dwelling unit having been issued prior to the regulation of the size of secondary dwellings (Bylaw No. 66);

iii. the associated secondary dwelling use being accessory to the principal dwelling use;

iv. the associated secondary dwelling use providing for:
- the accommodation of non-paying guests of the principal dwelling residents;
- housing for affordable or rental purposes; or
- home occupations;

v. the maximum floor area of the associated secondary dwelling being regulated to insure the associated secondary dwelling is limited in floor area, secondary in use and smaller in floor area than the principal dwelling.

**Settlement Residential Policy**

4.20 The Local Trust Committee may consider zoning to allow for alternative forms of residential development in the Settlement Residential designation subject to a Local Area Plan being prepared identifying:

i. areas for and scale of cluster forms of housing;

ii. areas for park and green space; and

iii. long range servicing requirements; and related considerations.

**Rural Residential Policy**

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4.23 An associated secondary dwelling may be a permitted use on existing parcels of 0.4 hectares or greater subject to:

i. the use being accessory to the principal dwelling use;

ii. the use providing for:
   - the accommodation of non-paying guests of the principal dwelling residents;
   - housing for affordable or rental purposes; or
   - home occupations;

iii. the maximum floor area being regulated to insure the associated secondary dwelling is limited in floor area, secondary in use and smaller in floor area than the principal dwelling and proportionate to the lot area; and the Local Trust Committee in zoning regulations may vary policy provisions regarding associated secondary dwellings to address site specific situations provided by the cumulative impacts of development.

**Rural Residential Policy**

4.24 The Local Trust Committee may consider zoning to allow for alternative forms of residential development in the Rural Residential designation subject to a Local Area Plan being prepared identifying:

i. areas for and scale of cluster forms of housing;

ii. areas for park and green space; and

iii. long range servicing requirements; and related considerations.

## Lasqueti Island

Policy 3 Guest cabins are not intended to be used for long term residential purposes.

Policy 9 For each dwelling permitted, normally associated accessory buildings and structures plus a guest cabin should be permitted.

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## Hornby Island

N/A

## Denman Island

Policy 8 In the Residential designation and the Rural designation, the principal use should be single family residential with the exception of the existing cabins on the R1(2) zoned parcel and the rental accommodation on the two R1(1) zoned parcels as permitted by the Denman Island Land Use Bylaw.

Policy 15 The Local Trust Committee may approve secondary dwelling units on lands within the "Rural" and "Sustainable Resources" designations through a Temporary Use Permit in order to address housing objectives as defined in the Official Community Plan.

## Gabriola Island

N/A

## Thetis Island

2.1.2 On lots 0.8 hectares (2 acres) and greater, a cottage of limited size may also be permitted.

## Salt Spring Island

### Seasonal Cottages

B.2.2.2.16 Seasonal cottages should continue to be allowed wherever they are allowed by current zoning. The Local Trust Committee may also consider amending the Land Use Bylaw to allow the use of seasonal cottages as full time affordable rental housing units in certain areas. In order to encourage housing for families, the Land Use Bylaw may be amended to permit cottages with a maximum floor area of 90 $m^2$ on lots 2 hectares or larger in area, while retaining the existing floor area limits on cottages on lots between 1.2 hectares and 2 hectares in area. Any amendment to zoning to allow cottages to be used as full time residences should address the following criteria:

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a. Full time residence of cottages should only be allowed in areas with an adequate supply of potable water.
b. Full time residence of cottages should not be allowed in areas that are community water system supply watersheds or in community well capture zones.
c. New construction of cottages for full time residence should be not allowed in areas containing sensitive ecosystems or areas that are hazardous for development.
d. The use of cottages will not be for short-term rental in accordance with the Land Use Bylaw.
e. Building safety and waste disposal issues are addressed through compliance with the B.C. Building Code and applicable health standards.
f. The Local Trust Committee will consider the use of housing agreements and other measures to ensure that cottages are affordable and to address occupancy.
g. The Local Trust Committee will work with the Capital Regional Housing Corporation on the administration of housing agreements in order to implement this policy.
h. The Local Trust Committee should coordinate implementation of zoning changes with Capital Regional District Building Inspection and the Vancouver Island Health Authority.
i. The Local Trust Committee may also consider limits on the location of cottages to minimize dependency on private automobiles.
j. The Local Trust Committee will make zoning changes incrementally and monitor changes in order to have the effect of limiting the overall number of full-time units on the island.
k. The Local Trust Committee will consider an annual registration system in order to remain informed about the number and location of occupied cottages.

## Galiano Island

### Village Residential 1

c) On lots 0.4 hectares (1 acre) or more, one cottage shall be permitted per dwelling unit permitted.

### Village Residential 2

d) On lots 0.4 hectares (1 acre) or more one cottage shall be permitted per dwelling unit permitted.

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### Small Lot Residential

b) One dwelling unit shall be permitted per lot and one additional dwelling shall be permitted for every 1.2 hectares (3 acres) of lot area over 1.2 hectares (3 acres).

c) On lots 0.4 hectares (1 acre) or more one cottage shall be permitted per dwelling unit permitted.

### Rural Residential

b) One dwelling unit shall be permitted per lot and one additional dwelling shall be permitted for every 2 hectares (4.94 acres) of lot area over 2 hectares (4.94 acres).

c) On lots 0.4 hectares (1 acre) or more one cottage shall be permitted per dwelling unit permitted.

### Rural

b) One dwelling unit shall be permitted per lot and one additional dwelling shall be permitted for every 4 hectares (9.88 acres) of lot area over 4 hectares (9.88 acres).

c) On lots 0.4 hectares (1 acre) or more, one cottage shall be permitted per dwelling unit permitted.

## North Pender Island

N/A

## South Pender Island

3.1.1 Residential Objectives:

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f) To allow opportunities for additional dwellings on larger residentially designated parcels, without further subdivision;

3.1.2(b) Number of Dwellings:

i) One single family dwelling only is to be allowed on RR designated lots less than 0.8 hectares (2.0 acres) in area.

ii) One single family dwelling and one cottage are to be allowed on RR designated lots 0.8 hectares (2.0 acres) and larger in area.

iii) Two single family dwellings and two cottages are to be allowed on RR designated lots 4.0 hectares (9.88 acres) and larger in area.

iv) Additional single family dwellings and/or additional cottages on RR designated lots as an alternative to subdivision are to be subject to rezoning.

## Mayne Island

### 2.1.1 Settlement Residential

2.1.1.2 In general, one dwelling unit shall be permitted on a parcel, and one guest cottage limited by size shall be permitted on parcels 0.6 hectares (1.48 acres) or larger except where regulations permit additional dwelling units while limiting floor areas.

2.1.1.3 2.1.1.3 In general, on parcels greater than 0.6 hectares (1.48 acres) the residential density shall be one dwelling unit for each additional 0.6 hectares (1.48 acres) of lot area except where regulations permit additional dwelling units while limiting floor areas.

2.1.1.10 Except where regulations permit additional dwelling units while limiting floor area, on secondary suite, limited in size, contained wholly within a dwelling unit may be permitted per parcel. On parcels less than 4 hectares: a secondary suite shall not be permitted on the parcel if a cottage has been constructed; and a cottage shall not be permitted on the parcel if a secondary suite has been constructed. A rainwater catchment and storage system shall be required prior to the construction of a secondary suite.

### 2.1.3 Rural Residential

2.1.3.3 On parcels greater than 2.8 hectares (7 acres) residential density shall be one dwelling unit per parcel and one additional dwelling

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unit for each additional 2.8 hectares (7 acres) and one guest cottage for each dwelling unit permitted.

### 2.1.4 Rural

2.1.4.3 One guest cottage, limited by size, is permitted on each parcel having an area of 1 hectare (2.47 acres) or more, in respect of each permitted primary dwelling unit, provided that provision be made to allow guest cottages on parcels of less than 1 hectare (2.47 acres) but not less than 0.6 hectare (1.48 acres) where at the time of adoption of Mayne Island Official Community Plan No. 86, 1994, Amendment Bylaw No.2, 1996, they were permitted on such parcels.

2.1.4.12 Except where regulations permit additional dwelling units while limiting floor area, one secondary suite, limited in size, contained wholly within a dwelling unit may be permitted per parcel. On parcels less than 4 hectares: a secondary suite shall not be permitted on the parcel if a cottage has been constructed; and a cottage shall not be permitted on the parcel if a secondary suite has been constructed. A rainwater catchment and storage system shall be required prior to the construction of a secondary suite.

### 2.1.5 Upland

2.1.5.3 One guest cottage, limited by size, is permitted on each parcel having an area of 1 hectare (2.47 acres) or more, in respect of each permitted dwelling unit.

2.1.5.10 One secondary suite, limited in size, contained wholly within a dwelling unit may be permitted per parcel. On parcels less than 4 hectares: a secondary suite shall not be permitted on the parcel if a cottage has been constructed; and a cottage shall not be permitted on the parcel if a secondary suite has been constructed. A rainwater catchment and storage system shall be required prior to the construction of a secondary suite.

### 2.2 Agriculture

2.2.1.10 One secondary suite, limited in size, contained wholly within a dwelling unit may be permitted per parcel. On parcels less than 4 hectares: a secondary suite shall not be permitted on the parcel if a cottage has been constructed; and a cottage shall not be permitted on the parcel if a secondary suite has been constructed. A rainwater catchment and storage system shall be required prior to the construction of a secondary suite.

## Saturna Island

### D.1 Rural

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D.1.1 To protect the character of neighbourhoods, separate zones in regulatory bylaws should provide for the following uses:

(b) Rural General where home-based industry will be mixed with family homes and cottages, includes all home-based occupations customary to a rural area;

D.1.2 The Saturna Island Local Trust Committee, when zoning Rural designated land, shall ensure that on lots with more than one home-based designation, the residential density will not exceed one primary residence and one cottage per 2.02 hectares (5 acres ) of the Rural designated area in the parcel, plus any density received from any Watershed, Farmland, Wilderness Reserve, Forest or Heritage Forest designated portions of the lot and any density granted from the Community Amenity Density Reserve.

**D.1.R Rural Residential**

D.1.R.2 Residential density is not to exceed one primary residence on lots of less than 1.21 hectares (3 acres); or a total of one primary residence and one cottage on lots greater than 1.21 hectares (3 acres).

**D.1.G Rural General**

D.1.G.1 Zoning for Rural General use provides for a mix of home based enterprises together with family residences and cottages.

D.1.G.2 Residential density is not to exceed:
(b) one primary residence on lots of less than 1.21 hectares (3 acres);
(b) a total of one primary residence and one cottage on lots less than 4.05 hectares (10 acres) but greater than 1.21 hectares (3 acres); and
(b) on lots of 4.05 hectares (10 acres) or greater, one primary residence and one cottage per 2.02 hectares (5 acres) of lot area to a maximum of 5 primary residences and 5 cottages per lot. If a restrictive covenant exists limiting subdivision or residential building density, the amount specified in the covenant shall not be exceeded.

**D.2 FARMLAND**

D.2.4 Residential density is not to exceed one primary residence and one cottage on an arable farmland lot. If a lot has split Farmland and Rural designations then section D.7.1 applies.

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Islands Trust

**D.4 FOREST**

D.4.1 Regulatory bylaws will provide separate forestry zones for the following uses:
(b) Forest General - for all silviculture practices with one residence and one cottage permitted on a lot;

Forest General

D.4.11 Zoning for Forest General use provides for a mix of home based enterprises together with a family residence, a cottage and all forestry and silviculture uses. Subject to a parcel's Forest Subdivision Capacity, the minimum lot area for subdivision shall not be less than 20.24 hectares (50 acres).

Forest Residential

D.4.18 A maximum of one house on lots less than 1.21 hectares (3 acres) will be permitted and a maximum of one residence and one cottage will be permitted on lots of 1.21 hectares (3 acres) or more.

**D.7 Properties with more than one land use designation**

D.7.1 This policy is included to allow farmers to derive rental income from non-agricultural portions of their land. Where a lot contains both the Farmland and Rural designations, regulatory bylaws may treat the area of both designations as Rural area for the purpose of determining maximum residential density on the lot provided that:

- all residential use is excluded from arable portions of the lot;
- a maximum of 5 primary residences and 5 cottages is not exceeded;
- where a restrictive covenant limits subdivision or residential density to a lesser amount, the amount specified in the covenant is not to be exceeded.

Implementation may require the placing of a covenant prohibiting residential use of the arable portions of the lot.

## OCP Policies – Alternative Dwelling Units (RVs, Travel Trailers, Tiny Homes, Yurts, etc.)

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No islands within the Islands Trust area have OCP policies that speak positively about alternative dwelling units, despite some land use bylaw regulations that authorize them.

## OCP Policies – Affordable Housing Dwelling Units

### Bowen Island

Policy 100 The Municipality will manage the Community Surplus Lands to advance the policies of the OCP, including the provision of land for affordable housing and diversity of housing forms.

Policy 107 Implementation of the residential densities provided for in the OCP, through zoning regulation, may require a review of the amount, kind and extent of need for: • amenities; and • affordable or special needs housing.

Policy 108 The type of amenities or affordable and special needs housing that is required in exchange for additional floor space of development will be determined through the identification and consideration of: • existing deficiencies in institutional, public facility, public service, park, green space or recreation requirements; and • the need for institutional, public facility, public service, park, green space or recreation requirements due to the additional density that may be created.

Policy 109 The implementing zoning bylaw may require the establishment of different density regulations for a property: • one regulation generally applicable to the property; and • one allowing additional floor space, subject to the provision of amenities or affordable or special needs housing.

Policy 115 The density available for re-allocation referred to in Policy 114 or as may be available pursuant to a density re-allocation as described in Policy 113 may be utilized as well to further the provision of affordable housing pursuant to an affordable housing project application that is determined to benefit the community and address the intent of the OCP.

Policy 134 The average parcel size for properties located in the Rural designation is 4 hectares (10 acres). In the areas designated Rural 1 the average parcel size is two hectares. The following policies apply to both Rural and Rural 1.

- minimum parcel sizes will generally be the same as the average lot size except where, in the opinion of the Municipality, there is

community benefit in clustering of lots. Community benefit in these circumstances could include increased protection for watershed areas, maintenance of wetlands and wildlife habitat through different sizes of lots, maintenance of tree cover, protection of viewscapes, and minimization of roads and driveways;

- as a means to retain the rural character, the Municipality may impose regulations as to what percentage of the lots may be less than the average lot size but larger than a minimum lot size;
- dwelling density will be limited to one dwelling unit per lot except where the property is eligible for consideration for purposes of providing affordable housing, rental housing or special needs housing or lots containing an accessory dwelling; and
- land use regulations for lands designated as Rural and Rural 1 will take into account the importance of these lands with respect to environmental values, water quality and quantity, groundwater flow, viewscapes, island character and passive recreational opportunities. As part of subdivision processes, the Approving Officer may require a covenant that enables or enhances green space and/or forest cover connectivity.

Policy 168 The Municipality encourages the development of new, affordable forms of ground-oriented higher density housing that is consistent with affordable housing policies within this plan, and by engaging in dialogue with Metro Vancouver Housing Corporation, and other agencies (cross-reference: Section 7)

Policy 169 The Municipality will address the affordable housing issue when considering the preferred use and development of the "surplus lands"[1] acquired from Metro Vancouver.

Policy 335 Within Snug Cove Village, the following types of housing are supported: detached homes, detached homes with a secondary suite, duplexes, and townhouses, multi-unit housing types, subject to the provisions of Section 3 of this OCP and the regulations of the Zoning Bylaw. Outside of Snug Cove Village, the following types of housing are supported: detached homes and detached homes with a secondary suite, and small scale social housing, affordable housing, co-housing may be considered subject to other policies of this OCP.

Policy 336 Within the Belterra Lands and the Seymour Bay area of the Cowan Point Comprehensive Development Area, consideration may be given to townhouse, multi-unit housing, including affordable housing, which meets the needs of island residents.

Policy 358 In the interest of creating a diverse inventory of affordable housing, including social housing on Bowen Island to meet the needs of long-term residents, young families, seniors, those with special needs and those employed on the island, all new development of

[1] Also referred to as the "Community Lands".

three or more units will be encouraged to create: • a mix of housing types and sizes; • housing that is within walking distance of amenities, transit and services; and • housing that is compact, accessible and meets the Green Building Standards set out by the Municipality.

Policy 359 In the interest of creating a diverse inventory of affordable housing, and in accordance with Policy #08-03, Bowen Island Municipality Affordable Housing Policy, all new development of three or more units requiring a rezoning will: • provide 15% of the gross floor space as non-market "affordable housing", integrated on-site with market housing; or • make an equivalent financial contribution to the Municipality to be directed to a Housing Reserve Fund or Housing Trust Fund; and • not be issued an occupancy permit for any phase of market housing in a development of three or more units until the corresponding affordable housing has been granted occupancy.

Policy 360 The provision of non-market rental or home ownership housing may be considered by the Municipality as an amenity at the time of rezoning (cross-reference: Section 7).

Policy 361 To ensure that affordable rental or home ownership housing is "perpetually affordable", the Municipality will require a Housing Agreement and a Right of First refusal Option to Purchase; both to be registered as a covenant through the Land Title Act.

Policy 363 The Municipality will consider reducing parking requirements in any affordable housing project and encourages initiatives for carsharing.

Policy 364 Other than secondary suites, the majority of affordable and special needs housing should be located within Snug Cove Village. If any other location is proposed, it will be easily accessible to public transit.

Policy 365 The Municipality encourages proposals for housing in Snug Cove Village that are suitable for affordable rental or home ownership, supportive and assisted-living housing for aging residents, and supportive housing for residents with special needs.

Policy 366 The Municipality encourages proponents of affordable and special needs housing to provide a mix of unit sizes in each development.

Policy 367 The Municipality will consider establishing a Housing Reserve Fund or a Housing Trust Fund. If either fund is created, revenue sources may be through contributions by the Municipality, potential proceeds from the sale of surplus land owned by the Municipality, charitable giving and by way of contributions through the rezoning process. Disbursements from this fund will be for capital projects that provide affordable and special needs housing on Bowen Island.

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Policy 368 The Municipality supports providing serviced land owned by the Municipality at no cost to the Bowen Island Housing Corporation or an affordable housing provider that is a member of the BC Non Profit Housing Association, subject to a public expression of interest. An initial amount of land for this purpose would be 0.5 hectare (1.25 acres). If a sewer connection is not immediately available, other forms of sewage treatment would be considered, so as not to delay the construction of this form of housing.

Policy 370 Consistent with the recommendations of the Age Friendly Community Project[2], the Municipality will: • give continuing consideration to a range of housing options, including granny flats, park model homes, co-housing, Abbeyfield House, and assisted living / multi-level care and a variety of non-market affordable options; • ensure that all new buildings incorporate "universal design" principles in accordance with the BC Building Code; and • encourage the design of communal spaces (e.g., porches, shared gardens, common rooms) into affordable and special needs housing.

## Gambier Island

Policy 4.25 Due to the planning area's small overall population and limited range of on-island services, requirements for persons with special needs is best addressed on an individual basis within single family or associated secondary dwellings rather than through formalized housing programs.

Policy 4.26 Provision for associated secondary dwellings in residential areas may be one of the means of providing for affordable and rental housing in the Gambier Island Planning Area.

Policy 4.27 Prior to any consideration of affordable, special needs or rental housing as formalized land use proposals or as specified housing programs, a review should be completed to confirm whether adequate services are available for the occupants of such housing.

## Lasqueti Island

Objective 4 To support the establishment of affordable housing, special needs housing and provide the opportunity for Island seniors to remain in the community.

[2] Bowen Island Municipality Age Friendly Community Project Report to Council, June 15, 2009.



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## Hornby Island

**Community Housing Policies:**

6.3.5.1 The principal use of lands designated for Community Housing (CH) should be affordable or special needs residential.

6.3.5.2 Parcels designated Rural Residential (RR) that have demonstrated ability to meet Provincial Ministry standards of water, grey water (sewage and waste water) treatment and other health and environmental requirements, may be considered upon application for a site specific rezoning (see Section 7.3). A development plan is required upon application for rezoning that includes information regarding future development phases, projected densities, impacts on the land and neighbourhood including the provision of waste supply, waste disposal and retention of natural vegetation.

6.3.5.3 A housing agreement may be required upon application for rezoning to Community Housing.

6.3.5.4 Criteria that should be addressed in the provision of community housing includes:

a) the form of tenure of the housing units;
b) the availability of the housing units to persons whose special needs are to be accommodated;
c) the administration and management of the housing units, including the manner in which the housing units may be made available to persons with special needs referred to in paragraph (b); and
d) rent and lease, sale or share prices that may be charged, and the rates at which these may be increased over time, as specified in an agreement or as determined in accordance with a formula specified in an agreement.

6.3.5.5 Community housing developments should be encouraged to be located where there is compatibility with existing and potential land use on neighbouring parcels.

6.3.5.6 Community housing developments should be of a scale and character that is compatible with the neighbourhood ambience and the natural environment.

6.3.5.7 Lot A, Section 11, Hornby Island, Nanaimo District, Plan VIP87054, designated (AG), may be used to provide affordable or special needs housing.

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6.3.5.8 Universal access design principles should be incorporated into the built environment to support the provision of equitable access for all abilities.

**Affordable Housing Policies:**

6.3.5.9 Shared land ownership is recognized as one means of providing a more affordable ownership of land and may be supported in land use regulation in lieu of subdivision of land where supported by policy in Subsection 6.3.3 and Subsection 6.3.6 of this Plan.

6.3.5.10 A non-commercial campsite may be considered within areas designated to permit community service use as a means to provide temporary summer accommodation for summer workers, summer visitors and displaced residents who cannot otherwise find accommodation.

6.3.5.11 Housing should be permitted on land designated for community service use provided it is affordable housing or provides for persons with special needs.

**Rental Housing Policies:**

6.3.5.14 A detached unit used to provide temporary accommodation for a relative or a caregiver or to provide temporary affordable rental accommodation under the Residential Tenancy Act may be permitted through a Temporary Use Permit (in accordance with guidelines specified in Section 6.10 – Temporary Use Permits).

**Advocacy Policies for Rental Housing:**

6.3.5.15 Owners of land where a second dwelling is permitted are encouraged to provide the second dwelling as ongoing rental accommodation to increase the available rental housing supply unless the second dwelling is otherwise used or needed for use by the owner.

6.3.5.16 Written agreements under the Residential Tenancy Act are strongly encouraged for the rental of dwelling units.

**Special Needs Housing (including housing for seniors) Policies:**

6.3.5.17 Lot B, Section 10, Nanaimo District, Plan 18085, which is zoned for elder housing, may be considered for zoning amendments to

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increase the number of units and may be expanded through the acquisition of adjoining land.

6.3.5.18 A supported living facility, a hostel and other facility for providing emergency and/or temporary accommodation should be permitted on land zoned for community service use (in accordance with policies in Section 6.2 (Community Service Use) of this Plan).

6.3.5.19 The Local Trust Committee may explore opportunities for temporary accommodation for summer workers and/or displaced residents.

6.3.5.20 Parcels designated residential that have demonstrated ability to meet Provincial Ministry standards of water, grey water (sewage and waste water) treatment and other health and environmental requirements, may be considered upon application for a special needs housing site specific rezoning. A development plan should be provided with any application for rezoning and shall include information regarding future development phases including projected densities, impacts on the land and neighbourhood including the provision of waste supply, waste disposal and retention of natural vegetation (see Section 7.3).

**Advocacy Policies for Special Needs Housing:**

6.3.5.21 Hornby Island residents are encouraged to provide and support home care and home repair assistance initiatives for seniors as a means of extending the opportunities for independent living.

6.3.5.22 Where appropriate to personal needs and preferences, Hornby Island residents are encouraged to make available in their homes opportunities for boarding and other joint living arrangements to expand the range of living opportunities for persons with special needs or who seek affordable housing.

## Denman Island

Policy 17 The Local Trust Committee should encourage the establishment and work of non-profit land trusts for affordable housing.

Policy 28 The Local Trust Committee should consider zoning amendment applications for seniors housing provided:

- that the proposal is not located in a connectivity area identified on Schedule D;
- that the proposal is small-scale;
- that the siting and height of the proposal is sensitive to the surrounding land uses and does not impact negatively on adjacent

properties;
- that the proposal proves an adequate supply of potable water and an adequate sewage disposal system;
- that the applicants enter into a housing agreement with the Local Trust Committee;
- that any environmentally sensitive areas on the lot are identified and the applicant undertakes a conservation covenant to protect such areas;
- that the proposal is designated a development permit area to guide form and character; and
- that the proposed development will not place a strain on existing public services and infrastructure.

Policy 28 The Local Trust Committee should consider zoning amendment applications for affordable housing projects provided:

- that the proposal is not located in a connectivity area identified on Schedule D;
- that the proposal does not impact negatively on adjacent properties;
- that the proposal is small-scale;
- that the proposal is clustered and the siting and height are sensitive to surrounding land uses;
- that the proposal proves an adequate supply of potable water and an adequate sewage disposal system;
- that any environmentally sensitive areas on the lot are identified and the applicant undertakes a conservation covenant to protect such areas;
- that the proposed development will not place a strain on existing public services and infrastructure.

## Gabriola Island

**Section 2.1**

General Residential Policies

a) Increasing residential density through re-designation/rezoning shall not be permitted with the exception of Special Needs and Seniors' affordable housing.

b) With the exception of affordable housing, no provision shall be made for multi-dwelling residential use in the Planning Area Thetis Island

i) In order to make provision for a range of affordable special needs and seniors housing on Gabriola, the Local Trust Committee may consider applications to rezone property, in any land use designation in which residential is a permitted principle use, to permit boarding

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homes for Special Needs residents and seniors subject to the following conditions:

j) A maximum of four boarders are permitted in conjunction with a principal single-dwelling unit.

k) In respect of each application for rezoning for Multi-dwelling Affordable Housing all available community services for the development, including fire suppression and other emergency services, shall be considered.

2.4 Multi-dwelling Affordable Housing

a) Any lands designated for Multi-dwelling Affordable Housing in this Plan shall also be designated as part of DP-8 on Schedule C and the development permit guidelines as outlined in Section 9.3 shall apply.

b) Any land currently designated Seniors and Special Needs (SSN) in Schedule B of this Plan shall remain under this designation until future application to designate a site for multi-dwelling affordable housing amends this Plan.

c) The amenity zoning provisions of Section 904 of the Local Government Act shall only be permitted to be used on Gabriola to facilitate the provision of Multi-dwelling affordable housing for seniors and Special Needs residents.

d) Densities for the creation of Multi-dwelling Affordable Housing for low-income families shall come only from banked densities as noted in Appendix 2 (Density Bank) of this Plan.

e) Multi-dwelling Affordable Housing developments with mixes of Special Needs residents, seniors and low-income families are encouraged.

f) An application to re-zone a parcel for Multi-dwelling Affordable Housing shall be permitted only if the application complies with the following:

i. the maximum density shall not exceed 12 units per hectare;
ii. the maximum number of dwelling units per development shall not exceed 24;
iii. the average size of a dwelling unit shall be not greater than 83 square metres (900 sq.ft);
iv. the site shall be within 0.5 kilometres of the Village Core bounded by North, South, and Lockinvar Roads or a 2 kilometre walking distance from the Village Core along public access routes only, and shall provide access to any existing adjacent pedestrian and cycling pathways to the village and ferry services;
v. where practical, in the opinion of the Gabriola Island Local Trust Committee, the site's main access shall be off a main road and not

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through an existing residential neighbourhood;

vi. common area amenities, such as kitchen and recreation facilities, shall be provided for prior to occupancy;
vii. where practical, in the opinion of the Gabriola Island Local Trust Committee, no parcel redesignated for Multi-dwelling Affordable Housing shall be contiguous to another parcel so designated;
viii. the provisions of the Gabriola Island zoning bylaw may contain other general regulations pertaining to siting, height, lot coverage, servicing and other requirements which would also be applicable to a parcel in this land use designation;
ix. the proposal shall include an adequate fire suppression water supply which shall be maintained and be available for use on site; and
x. the minimum lot size shall be 1 ha (2.4 acres).

g) In considering applications for the rezoning of lands to permit Multi-dwelling Affordable Housing, the applicant shall be required to:

i. identify the anticipated costs of the proposed land and housing to purchasers or occupants which are not meant to be marketed off-island;
ii. establish the basis of the housing need of existing residents;
iii. specify affordability in keeping with the provisions of this Plan; and
iv. specify Special Needs housing requirements.

h) As a condition of rezoning for Multi-dwelling Affordable Housing, a housing agreement pursuant to s. 905 of the Local Government Act shall be required and shall include provisions that:

i. ensure the maintenance and stability of affordability in perpetuity;
ii. specify how the housing project will be managed and administered including, if deemed applicable, that it be operated on a not-for-profit basis;
iii. specify the manner in which the housing units will be made available to the identified class of persons at the time the housing units are first occupied and with respect to subsequent occupancy; and
iv. specify the mix of rental and ownership housing units permitted.

i) In addition to 2.4 g), a housing agreement for Multi-dwelling Affordable Housing for seniors only shall also:

i. specify that at least one individual who has attained 60 years of age shall reside in each dwelling unit; and
ii. specify that not more than three individuals may reside in each dwelling unit.

j) Multi-dwelling Affordable Housing applications must demonstrate the lowest possible net water, waste, green house gas emissions and energy use.

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k) The Density Bank in this Plan shall be amended from time to time such that any unused residential densities that result from rezoning for parks are added to the Density Bank for use as Multi-dwelling Affordable Housing for low-income families.

2.6 Single-family Affordable Housing

a) Provision for a secondary suite on a parcel 2.0 hectares or larger (as per policy 2.1 g) shall be recognized as a means of providing for affordable housing in a rural, low density context.

## Thetis Island

2.1.6 The overall residential density on Thetis Island should not increase beyond that permitted by existing zoning except that a small increase may be considered to accommodate zoning amendments that would result in affordable housing, special needs housing, or conservation of lands with conservation value.

2.1.15 The zoning for the provision of housing for affordable, rental and special needs should be considered if a community need can be demonstrated.

## Salt Spring Island

B.2.1.2.1 Zoning changes should be avoided if they would likely result in a larger island population than is expected under the development potential zoned in 2008. Exceptions to this policy are to be few and minor and only to achieve affordable housing and other objectives of this Plan.

B.2.2.2.1 The Local Trust Committee will initiate a Housing Needs Assessment, to be updated regularly and on the basis of which the Local Trust Committee may establish priorities for consideration of affordable housing applications.

B.2.2.2.2 The Local Trust Committee, in cooperation with the Capital Regional District and the community, should work to establish a target level for the percentage of rented and owned affordable housing units in the total housing stock, based on projected community housing needs.

B.2.2.2.3 All rezoning applications for affordable housing projects should include evidence of:

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a. need for the housing.
b. an adequate water supply for potability and for fire protection.
c. means of sewage disposal.
d. energy and water efficient building design.
e. not degrading a sensitive ecosystem.
f. not being sited in an area subject to hazardous conditions.

B.2.2.2.4 The Local Trust Committee may consider amending the Land Use Bylaw to create a new zone for manufactured home parks

**Amenity Zoning**

B.2.2.2.5 Land for affordable housing is an eligible community amenity, which could be exchanged for a higher density of development as outlined in Appendix 3.

**Inclusionary Zoning**

B.2.2.2.6 When the Local Trust Committee is considering a rezoning application involving a significant increase in residential density the Local Trust Committee should require that the application include provision of affordable housing.

B.2.2.2.7 The Local Trust Committee may consider amending zoning to require that on-site staff accommodation be provided for larger new commercial developments.

B.2.2.2.8 Zoning could be changed to allow small, affordable homes to be located above commercial buildings in villages. Existing zoning (that only allows two storeys) could be relaxed to allow such homes to occupy a third storey, provided that impacts on view corridors are taken into account.

**B.2.5 Rural Neighbourhoods Designation**

B.2.5.2.5 Despite the minimum lot sizes indicated in Policy B.2.5.2.3, the Local Trust Committee could consider a rezoning application from a property owner to develop a new hamlet or village site in this Designation, as outlined in Policy B.2.3.2.2 or to allow an affordable family-oriented housing development as outlined in Policy B.2.2.2.18.

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### B.5.2 Ganges Village Designation

B.5.2.2.3 The Local Trust Committee should consider rezoning applications that would allow the addition of some affordable and special needs housing in the Ganges Village Designation, as outlined in Section B.2.2.2.

### B.5.3 Fulford Village Designation

B.5.4.2.3 Pending the completion of a comprehensive local area plan for Fulford Village, the Local Trust Committee should only consider rezoning applications that would allow the addition of some affordable and special needs housing in the Fulford Village Designation, as outlined in Policy B.2.2.2.18

### B.5.4 Channel Ridge Village Designation

B.5.4.2.3 The Local Trust Committee should consider rezoning applications that would allow the addition of some affordable and special needs housing in the Channel Ridge Village Designation, as outlined in Policy B.2.2.2.17.

## Galiano Island

### 1.6 Community Housing

a) The LTC should support efforts by organizations or agencies to conduct a housing needs assessment in order to identify housing priorities and to guide affordable, seniors' and special needs housing policies and land use decisions.

b) Applications for rezoning to a higher density than permitted by current zoning shall be considered where the application would result in the provision of seniors, affordable or special needs housing, subject to the following:

i) All additional density greater than that permitted by current zoning shall be in the form of units reserved primarily for occupancy as affordable, seniors' or special needs housing as operated on a not for profit basis.
ii) Applications shall include provision of a housing agreement ensuring that for affordable housing the rental, lease, sale or share prices are fixed below average rates within the region, and the agreement may limit occupancy of the dwellings to rental, lease, co-housing or cooperative tenure, and may limit occupancy.
iii) Applications may be for units in the form of clustered detached dwellings, duplexes or attached ground-oriented housing, and are

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encouraged to incorporate water conservation and energy efficient building design elements, including rainwater catchment.

iv) All applications shall site development on land with modified ecosystems, avoid potentially hazardous lands, demonstrate an adequate supply of potable water, and be in proximity and accessible to existing roads, services and other amenities.

v) Consideration of applications for affordable or seniors or other special needs housing shall include the following where appropriate: amendment of the OCP to designate the land as Community Housing, designation as a development permit area, amendment of the zoning to designate the area for affordable or special needs housing, site-specific zoning regulation of density, siting and size, and registration of a housing agreement and a section 219 covenant.

c) A portion of lands rezoned to permit a density increase under another policy in this plan, may, if the area is deemed suitable for the purpose by the Local Trust Committee, be rezoned to CH (Community Housing) to permit affordable housing, including housing for senior citizens or persons with special needs, and the land required to be simultaneously transferred to an incorporated non-profit society having as one of its objects the development and operation of affordable, seniors' or special needs housing, or alternatively an option to purchase the land for nominal consideration may be granted to such a society. As an alternative to permitting the community housing on the parcel being rezoned, the local trust committee may consider amending zoning on other lands to permit the affordable, seniors' or special needs housing to be developed in a more appropriate location and the land being transferred to the incorporated non-profit society may be zoned to permit residential uses. Any proposed location for the affordable, seniors' or special needs housing should be located within modified ecosystems, avoid potentially hazardous lands, demonstrate an adequate supply of potable water, and be in proximity and accessible to existing roads, services and other amenities.

d) The Local Trust Committee may consider amending zoning to allow for secondary dwellings for affordable housing in residential zones in areas close to existing roads, services and amenities and where there is an adequate supply of potable water.

e) The Local Trust Committee may consider amending zoning to create a new zone for a manufactured home park subject to the criteria in 1.6(b) above.

## North Pender Island

2.1.F Subject to policies in Subsection 2.3 of this plan (Seniors' and Affordable Housing policies) consideration may be given to applications to rezone land within the Rural Residential and Rural designations to a higher density where the additional density takes the form of seniors' and affordable housing.

## South Pender Island

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### 3.1.1 Residential Objectives

g) To consider affordable, rental, and special needs housing development proposals when community need is demonstrated.

3.1.2 (d) Housing Policies for Affordable Housing, Rental Housing, and Special Needs Housing Provision is to be made for affordable housing, rental housing, and special needs housing land uses and developments when justified by demand from the community.

## Mayne Island

### 2.1.1 Settlement Residential

2.1.1.6 Affordable housing is encouraged through joined or multiple housing units which may be considered by site specific rezoning of a parcel subject to compliance with Section 2.10 (Amenity Zoning Guidelines) of this Plan.

### 2.1.4 Rural

2.1.4.4 Affordable housing is encouraged through joined or multiple housing units which may be considered by site specific rezoning of a parcel subject to compliance with Section 2.10 (Amenity Zoning Guidelines) of this Plan.

### 2.10 Amenity Zoning Guidelines

2.10.2 The following community amenities represent a list of potential community amenities which may be acceptable for consideration under this section:
xi) the provision of affordable and special needs housing,

## Saturna Island

D.1.M.2 Multiple Family use may be permitted to a density not exceeding: a) 120% of the primary residences permitted on the lot prior to rezoning for Multiple Family use; or b) four units per acre for affordable and special needs housing owned and operated by a registered (non-profit) society.

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# OCP Policies – Multi-Family Dwelling Units

## Bowen Island

Policy 95 The objective of the Village Periphery area is to provide a compatible transition between the Village Core and the adjacent rural lands. Careful land management will support the objectives of compact development and a 'walkable village'. Multi-family development will be designed and sited to preserve the surrounding green space. The land between Miller Road and the Bowen Island Community School is a suitable location for civic uses, including a community centre, museum, archives, municipal hall and other community uses. A variety of multiple residential unit types and secondary commercial development, including office and medical clinic uses, are also supported on this site.

Policy 96 The areas on Schedule B – 6 as the Village Periphery Development Permit Area and the land legally described as: Lot 2, Block 1, District Lot 1347, Plan 17619, Bowen Island, NWD are designated Village Periphery Development Permit Areas for the purposes of form and character of commercial, industrial and multifamily residential development (cross-reference: Section 11).

Policy 126 By way of a future amendment to this Plan, the Municipality will establish a Development Permit Area for any multi-unit or attached housing, and small lot residential, for the purposes of form and character (cross-reference: Section 11).

Policy 127 As a minimum, a proposal to rezone for multi-unit or attached housing will require the following amenities: • any residual land not used for access, parking, or the building footprint and associated site area will be permanent green space, including gardens, open space, neighbourhood parks and play areas; and • strategically located green space dedicated for public ownership will be part of the permanent green space.

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Policy 128 Multi-unit or attached housing will be designed to be compatible in building form and character to existing multi-unit or attached housing in Snug Cove Village.

Policy 129 The provision of multi-dwelling units will be achieved through density re-allocation – there will be no overall increase in the total number of primary dwelling units than was anticipated in the 1996 OCP 25.

Policy 151 The areas identified on Schedule B – 7 are designated as Cowan Point Lands Development Permit Area for the purposes of form and character of commercial and multifamily residential development Permit (cross-reference: Section 11).

Policy 156 A wide variety of housing forms is encouraged within Snug Cove Village, including duplex and triplex units, and a range of multiunit dwellings.

Policy 158 By way of a future amendment to this Plan, the Municipality will designate the Village Residential and Cates Hill Residential areas as a Development Permit Area for the purposes of form and character of multi-family residential development (crossreference: Section 11).

Policy 159 The comprehensively planned area designated Cates Hill Residential may accommodate the following uses: detached and multi-unit housing; and educational, pre-school, and civic use facilities.

Policy 355 Within Snug Cove Village, the following types of housing are supported: detached homes, detached homes with a secondary suite, duplexes, and townhouses, multi-unit housing types, subject to the provisions of Section 3 of this OCP and the regulations of the Zoning Bylaw. Outside of Snug Cove Village, the following types of housing are supported: detached homes and detached homes with a secondary suite, and small scale social housing, affordable housing, co-housing may be considered subject to other policies of this OCP.

Policy 356 Within the Belterra Lands and the Seymour Bay area of the Cowan Point Comprehensive Development Area, consideration may be given to townhouse, multi-unit housing, including affordable housing, which meets the needs of island residents.

## Gambier Island

N/A



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## Lasqueti Island

N/A

## Hornby Island

N/A

## Denman Island

**Policy 29**

The Local Trust Committee should consider zoning amendment applications:

- to authorize up to 9 dwelling units on land legally described as The south east ¼ of section 26, Denman Island, Nanaimo District.

## Gabriola Island

See above section – multi-family affordable housing

## Thetis Island

N/A

## Salt Spring Island

**Multi-Family Dwellings**

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B.2.2.2.17 Applications for strata conversion (strata titling) of existing multi-family dwellings that contain more than three units should be considered by the Local Trust Committee, especially if such a conversion is expected to increase the community's supply of affordable owned housing. The Local Trust Committee should not approve strata conversions that would replace affordable rental housing with non-affordable owned housing.

B.2.2.2.18 Preference should be given to rezoning applications for multiple-unit affordable housing projects that: a. are based on the housing needs of existing residents and are not meant to be mainly marketed to off-island residents. b. would provide owned or rental housing, possibly through non-traditional means such as cohousing, cooperative ownership, sweat equity projects or land trusts. c. would create durable, and water and energy efficient housing. d. provide walking, transit or cycling links to village services. e. provide safe walking, transit, or cycling links to a school, if the project is designed for families. f. include appropriate site and building designs, such as those outlined in Development Permit Area 1. g. that are in or near island villages, except where the affordable housing would be linked to and support farming.

B.2.2.2.19 The Local Trust Committee should consider changing the local zoning that applies to multi-family zones so that density is guided by floor space ratios as well as units per hectare. Such changes should be considered to provide more flexibility in the type of dwelling units that can be built.

### B.2.6 Channel Ridge Residential Designation

B.2.6.2.3 Zoning amendments should not be made to locate large new commercial, general employment, institutional or multifamily developments in the Channel Ridge Residential Designation

### B.5.1 General Village Land Use Objectives and Policies:

B.5.1.2.2 Zoning in Village Designations will continue to allow the mix of commercial, institutional, cultural, and multi-family land uses that are currently allowed. Commercial zoning should be simplified with fewer zones and a broader range of uses allowed in each. The maximum residential density allowed on any single property will remain at 37 units per ha. However, where a multifamily development is comprised of special needs housing or affordable seniors' supportive housing, the density of development may exceed 37 units per ha, provided it does not exceed a floor space ratio of 0.6, a site coverage of 33 percent, a maximum of two storeys and a maximum of 50 units in any one development.

B.5.1.2.3 To protect the economic vitality of island villages, the Local Trust Committee should not consider rezoning applications that would

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result in large new retail stores, restaurants, office complexes and multi-family developments outside Village Designations. Exceptions are: home-based businesses and industries, neighbourhood convenience stores, campgrounds, the commercial uses specifically allowed in other Designations and the potential development of a new village as outlined in Policy B. 2.3.2.2.

## Galiano Island

N/A

## North Pender Island

2.2.17 Zoning changes should not be considered that would allow multi-family, industrial, institutional or commercial developments in the Agriculture designation except for agri-tourist accommodation which is accessory to a working farm operation.

## South Pender Island

N/A

## Mayne Island

2.1.1 Settlement Residential

2.1.1.6 Affordable housing is encouraged through joined or multiple housing units which may be considered by site specific rezoning of a parcel subject to compliance with Section 2.10 (Amenity Zoning Guidelines) of this Plan.

2.1.4 Rural

2.1.4.4 Affordable housing is encouraged through joined or multiple housing units which may be considered by site specific rezoning of a parcel subject to compliance with Section 2.10 (Amenity Zoning Guidelines) of this Plan.

2.1.5 Upland

2.1.5.7 Joined or multiple housing units shall be permitted by site specific rezoning only.

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## Saturna Island

D.1 Rural

D.1.1 To protect the character of neighbourhoods, separate zones in regulatory bylaws should provide for the following uses:

d) Multiple Family Residential;

D.1.M Multiple Family Residential

D.1.M.1 Zoning may provide for multiple family residential buildings.

D.1.M.2 Multiple Family use may be permitted to a density not exceeding:

a) 120% of the primary residences permitted on the lot prior to rezoning for Multiple Family use; or
b) four units per acre for affordable and special needs housing owned and operated by a registered (non-profit) society.

D.1.M.3 The minimum lot area for subdivision for Multiple Family Residential shall not be less than 0.81 hectares (2 acres).

D.1.M.4 Multiple Family Residential policies, (D.1.M.1, M.2 & M.3) may apply within the Forest designation subject to that designation's policies.

D.4 Forest

D.4.1 Regulatory bylaws will provide separate forestry zones for the following uses:

c) Forest Residential - for residential use, which may include sub-zones for multiple family and comprehensive residential use;

D.4.21 Multiple Family use will be permitted on Forest designated land only within a Forest Residential zone and policies D.1.M.1, D.1.M.2 and D.1.M.3 apply.

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# Tool 8 – Appendix 3 - Community Housing Table

## AFFORDABLE / COMMMUNITY / SUPPORTIVE / MULTI-FAMILY HOUSING PROJECTS IN THE ISLANDS TRUST AREA[1]

| PROJECT NAME | LOCATION | TYPE | # OF UNITS | BUILT / UNBUILT | OPERATOR | BACKGROUND | HOUSING AGREEMENT |
|---|---|---|---|---|---|---|---|
| **HORNBY ISLAND** | | | | | | | |
| Beulah Creek Village | Near Central Road | 2/3 or more ownership units; up to 1/3 may be rental | Targeting 26 units | Unbuilt | Hornby Island Housing Society (HIHS) | The Beulah Creek project was enabled through an amenity zoning provision in 2009; the actual zoning regulations for the Islanders Secure Land Association (now HIHS) land were incorporated into the new Hornby Island Land Use Bylaw adopted in February 2016. Project has received pre-development funding from BC Housing to engage architects and civil engineers. | No |
| Elder Village | Central Road, near Co-Op corner | Non-profit senior's rental | 11 | Built | Hornby Island Housing Society (HIHS) | The zoning for the Elder Village was established by Bylaw 70 adopted in 1992. The zoning requires seniors housing and allows five units per hectare and a maximum of 20 units per parcel. | No |

[1] Please note that this is a living document and existing knowledge gaps will be filled as more information becomes available.

| PROJECT NAME | LOCATION | TYPE | # OF UNITS | BUILT / UNBUILT | OPERATOR | BACKGROUND | HOUSING AGREEMENT |
|---|---|---|---|---|---|---|---|
| **DENMAN ISLAND** | | | | | | | |
| Denman Green | 1151 Northwest Road | Non-profit rental | 20 | Unbuilt | Denman Housing Association | Bylaws 241 (OCP), 242 (LUB) and 243 (Housing Agreement) adopted in early 2023. Applicant is in process of applying for BC Housing funding to construct 20 units, 5 reserved for seniors affordable rental in partnership with DCLTAs failed Pepper Lane Project. | Yes (pending title registration March 2023) |
| Pepper Lane Seniors Affordable Housing Project | Pepper Land | Non-Profit Seniors Rental | 8 | Unbuilt | Denman Community Land Trust Association | This project has been cancelled. Land owner did not wish to proceed after zoning was approved. | Yes, (not in effect– has not been registered on title) |
| The Ridge | ? | ? | 1 | ? | Denman Community Land Trust Association | ? | ? |
| Triple Rock (CoHo Landing) | 5210 Denman Road | Co-operative land ownership | 15 | Built | Triple Rock Land Cooperative | The Triple Rock Land Cooperative is on a large lot (approx 90 acres). There is a covenant and a housing agreement registered on the land.<br><br>Co-op is contemplating a rezoning to expand to 20 units. | Yes<br><br>Bylaw No. 183 |
| **GABRIOLA ISLAND** | | | | | | | |
| Gabriola Garden Homes | 500 Argyle Lane | Market-rate housing (strata ownership) | 24 | Built | Gabriola Garden Homes Strata Council | This development was initiated by the non-profit Gabriola Garden Homes Society but was subsequently strata-titled with all units sold to individual purchasers. The units are geared to seniors, age 60 and above. | No |
| Gabriola Retirement Village | 745 Church St | Market-rate housing (ownership and rental units) | 16 | Built | Meadow Wood Village Developments | This development, consisting of small, single detached homes, was constructed in 1989 and later strata-titled. While some units were sold to individual purchasers, the developer retained ownership of some units, which | No |

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| PROJECT NAME | LOCATION | TYPE | # OF UNITS | BUILT / UNBUILT | OPERATOR | BACKGROUND | HOUSING AGREEMENT |
|---|---|---|---|---|---|---|---|
| | | | | | | continue to be occupied as rental housing. | |
| Paisley Place | Paisley Place, near village core | Non-profit rental | 24 | Unbuilt | Gabriola Housing Society | Development proposed to consist of 24 units for low-to-moderate income earners in eight triplex buildings. OCP, LUB and housing agreement bylaws were adopted in 2022. | Yes |
| **SALT SPRING ISLAND** | | | | | | | |
| Bittancourt Manor | Bittancourt Rd | Non-profit rooming house | 4 | Built | Victoria Human Exchange | Recently upgraded basement and have had "tiny homes" on property. | No |
| Bracket Springs | Rainbow Rd | Small detached dwelling units | 10 | Unbuilt | SSI Land Bank Society | Rezoned in 2010 to allow affordable rental housing. Housing Agreement is in place. Some units were relocated onto the site but never occupied. Housing Agreement administered by Capital Regional District. The Housing Agreement also requires an annual statutory declaration from the owner(s) to the LTC swearing that the Housing Agreement is being followed. Eventual new owners/operators will likely need to renegotiate the Housing Agreement. | Yes |
| Braehaven | Blain Rd | Non-profit seniors' rental with assistance | 30 | Built | Greenwoods Elder Care Society | OCP policies support clustering of health care facilities and seniors' housing in this area. Higher density residential zone here also permits hospitals and health care facilities. SSILTC varied height restrictions to permit construction. | ? |
| Brinkworthy Place | Brinkworthy Road | Market-rate seniors-oriented manufactured | 138 | Built | 5 Star Communities Ltd. | Market affordable housing project that has been in place for several decades, providing an affordable housing alternative for seniors. A specific provision in the *Local Government Act* permits local governments to regulate the construction and | No |

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| PROJECT NAME | LOCATION | TYPE | # OF UNITS | BUILT / UNBUILT | OPERATOR | BACKGROUND | HOUSING AGREEMENT |
|---|---|---|---|---|---|---|---|
| | | home park | | | | layout of manufactured home parks and to require facilities.<br><br>The Islands Trust Act – s. 29(1)(a) – gives this authority. | |
| The Cedars | Fulford Ganges Road | Non-profit rental | 7 units plus 3 bedrooms | Built | Salt Spring Island Abbeyfield Housing Society and Islanders Working Against Violence (IWAV) | Affordable housing for seniors and transitional housing for women. The governments of Canada and B.C. provided a combined investment of $280,000 through the Federal-Provincial Housing initiative, under the Canada-B.C. Investment in Affordable Housing 2011-2014 Agreement. In addition, the Government of B.C. arranged financing of $382,830 and Salt Spring Island Abbeyfield Housing Society and Island Women Against Violence Society provided cash equity of $309,500 which includes private donations. The Capital Regional District provided $165,000 through their Housing Trust Fund. Salt Spring Lion's Club provided a forgivable loan of $150,000 and Salt Spring Island Foundation provided a $40,000 grant, in addition to $18,100 provided through in-kind contributions. | No |
| Croftonbrook (Phase 1) | Corbett Rd | Non-profit seniors' rental | 20 | Built | Islanders Working Against Violence | Housing has been in place for 25 years. 4.85 acre, 20-unit seniors housing project under operating agreement with BC Housing. Zoning permits 37 units/ha. Agreement with BC Housing provides operating subsidy to allow rents at 30% of income, but the agreement is nearing the end of its term and subsidy will end. | Yes |
| Croftonbrook (Phase 2) | Corbett Rd | Non-profit rental | 34 | Built | Islanders Working Against Violence (IWAV) | Rezoning to enable Croftonbrook Phases 2 and 3 was completed in 2018. Housing agreement reflects new BC Housing funding formulas that require some market or near-market units in order to offset the heavily subsidized units. | Yes |
| Croftonbrook (Phase 3) | Corbett Rd | Non-profit rental | 20 | Built | Islanders Working Against Violence | Rezoning to enable Croftonbrook Phases 2 and 3 was completed in 2018. Housing agreement reflects new BC Housing funding formulas that require some market or near-market units in order to offset the heavily subsidized | Yes |

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| PROJECT NAME | LOCATION | TYPE | # OF UNITS | BUILT / UNBUILT | OPERATOR | BACKGROUND | HOUSING AGREEMENT |
|---|---|---|---|---|---|---|---|
| | | | | | (IWAV) | units. | |
| Dean Road House | Dean Rd | Non-profit rooming house | 11 | Built | SSI Land Bank Society | OCP policies amended in 1998 to recognize rooming (boarding) houses in residential zones. Zoning regulations amended in 2001 to clarify that rooming houses were permitted in residential areas. | No |
| Dragonfly Commons | 221 Drake Road | Below-market ownership | 30 | Unbuilt | Dragonfly Commons Housing Society | 2017 rezoning application stalled owing to the North Salt Spring Waterworks District moratorium on new connections. Developers are seeking alternative water system arrangements, such as a groundwater system managed by NSSWD or CRD. Zoning bylaws received second reading in 2021 with direction for applicants to provide water management plan and housing agreement. | Yes |
| Drake Road Affordable Housing | 161 Drake Road | Supportive Housing and Emergency Shelter | 28 | Unbuilt | BC Housing (on CRD-owned land) | BC Housing planning to exercise statutory immunity to develop this housing on land not currently zoned for the purpose. Original rezoning application for 80 units of housing stalled out in 2015 when the North Salt Spring Waterworks District introduced its moratorium on additional system connections. | No |
| Ganges Lake Properties | 104 Horel Road | Market-Rate manufactured home park | 25 | Built | Ganges Lake Properties Ltd. | Market-rate manufactured home project that has been in place for several decades. | No |
| Grandma's House | Fulford-Ganges Rd | Non-profit rooming house | 4 | Built | Victoria Human Exchange/SSI Land Bank Society | Shared home for men who have been or are at risk of homelessness. | No |

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| PROJECT NAME | LOCATION | TYPE | # OF UNITS | BUILT / UNBUILT | OPERATOR | BACKGROUND | HOUSING AGREEMENT |
|---|---|---|---|---|---|---|---|
| Greenwoods | Blain Rd | Non-profit seniors rental with long-term care | 50 | Built | Greenwoods Elder Care Society | OCP policies support clustering of health care facilities and seniors' housing in this area. Higher density residential zone here also permits hospitals and health care facilities. Greenwoods is looking to expand and working with Braehaven; a water moratorium in the North Salt Spring Waterworks District is limiting new connections to the community water system. | No |
| Hereford Family Apartment | Hereford Avenue | Non-profit family rental | 1 | Built | Salt Spring Island Community Services | One three-bedroom family apartment | No |
| Heritage Place | Crofton Rd | Seniors rental and assisted living | 36 | Built | Private Owner | 45 independent and assisted-living units across five west-coast style buildings with central common area in each. Owner considering next phase to meet zoned maximum. | Yes |
| In from the Cold Shelter | 268 Fulford-Ganges Road | Emergency Shelter | n/a | Built | Salt Spring Island Community Services | General commercial zone that permits churches. | No |
| Kings Lane Temporary Supportive Housing | 154 Kings Lane | Temporary Supportive Housing | ? | Built | BC Housing/ Umbrella Society | Atco-trailer style modular housing planned for temporary operation until completion of affordable housing at 161 Drake Road. | No |
| Lautman House | Lautman Rd | Non-profit rooming house | 6 | Built | Salt Spring Island Community Services | Seven bedroom rooming-style residence for low income individuals. Shared kitchen and living spaces with private bed and bathrooms. | No |
| Meadowbrook | 121 Atkins Rd | Non-profit seniors' rental with supports | 38 | Built | Gulf islands Seniors' Residence Association (GISRA) | Seniors' society originally proposed this project for land outside the Village Containment Boundary (VCB) and in the ALR. SSILTC turned down that application, leading to a new application within VCB and consistent with OCP. OCP policies for no net increase in water demand led to water | Yes |

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| PROJECT NAME | LOCATION | TYPE | # OF UNITS | BUILT / UNBUILT | OPERATOR | BACKGROUND | HOUSING AGREEMENT |
|---|---|---|---|---|---|---|---|
| | | | | | | saving design aspects. The housing agreement is self-administered by the owner. Owners must provide LTC with a record of rental charges for each month of occupancy of a Dwelling Unit, as well as sufficient additional information to demonstrate compliance, provided that the Trust Committee must not make such a request more frequently than once in any year. | |
| Meadowlane | 154 Kings Lane | Non-profit seniors' rental | 50 | Unbuilt | Gulf islands Seniors Residence Association (GISRA) | Rezoning and development permits for this multi-unit projects were completed in 2020. Monthly unit rents are projected to be between $3,700 and $5,500 per month. Construction has not started. | Yes |
| Murakami Gardens | 167 Rainbow Rd | Non-profit rental, self-contained units | 27 | Built | Salt Spring and Southern Gulf Islands Community Services Society (SSSGICSS) | Rezoned in 2006. Zoning proposal was consistent with OCP policies that supported affordable housing within walking distance of village services, schools and transit route. Site-specific multi-family affordable housing zone created, permitting 27 units. SSILTC relaxed off-road parking requirements. Housing Agreement ensures "eligible persons" occupy units and rent remains "affordable." Self-administered by owner, Salt Spring and Southern Gulf Islands Community Services Society (SSSGICSS). The Housing Agreement also requires an annual statutory declaration from the owner(s) to the LTC swearing that the housing agreement is being followed. | Yes |
| Norton Road | 176 Norton Road | Affordable Ownership | 26 | Unbuilt | Private Owners | Rezoned to permit a 26 lot housing development for moderate income earners. Allows single-family detached and duplex housing. Affordable Ownership housing with 5 rental units. Housing Agreement registered to ensure moderate affordability objectives. Housing Agreement operated by Capital Region Housing Corporation. Housing Agreement requires resale of units remain affordable and to be occupied by eligible persons. | Yes |

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| PROJECT NAME | LOCATION | TYPE | # OF UNITS | BUILT / UNBUILT | OPERATOR | BACKGROUND | HOUSING AGREEMENT |
|---|---|---|---|---|---|---|---|
| Pioneer Village | Lower Ganges Rd | Non-profit seniors' rental with assistance | 22 | Built | Salt Spring Island Lions Club | Housing has been in place for several decades. Zoning permits 37 units/ha. Housing Agreement is self-administered. Owners must provide to the Trust Committee a record of rental charges for each month of occupancy of a Dwelling Unit, as well as sufficient additional information to demonstrate compliance with Agreement, provided that the Trust Committee must not make such a request more frequently than once in any year. | Yes |
| Salt Spring Commons | 176 Bishops Walk Road | Non-Profit Rental | 24 | Built | Salt Spring Island Community Services | SSILTC secured 2.5 ha of land for affordable housing through amenity zoning and transfer of development potential.<br>Plans still in development by Salt Spring and Southern Gulf Islands Community Services Society (SSSGICSS). Zoned for the use since 1996 but construction only began in 2020. Residents started moving in in 2022.<br><br>It is comprised of two and three bedroom units across five (?) buildings. | Yes |
| Salt Spring Island Transition House | Location not shown | Non-profit shelter for women | Unknown | Built | Islanders Working Against Violence (IWAV) | Located in a zone that permits general residential use. | No |
| Seabreeze Inn | Bittancourt Road | Workforce Rental Housing | 29 rooms to be renovated to 17 hospital workforce housing units. | Built | BC Housing/ Lady Minto Hospital Foundation | Longstanding motel converted to emergency housing for homeless residents during Covid-19 crisis.<br><br>Recently purchased by Lady Minto Hospital Foundation with the intent of renovating the building to serve as hospital employee housing.<br>Current residents are expected to move into BC Housing-run units at Drake Road when completed, and in the meantime move to temporary modular housing at Kings Lane. | No |

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| PROJECT NAME | LOCATION | TYPE | # OF UNITS | BUILT / UNBUILT | OPERATOR | BACKGROUND | HOUSING AGREEMENT |
|---|---|---|---|---|---|---|---|
| **NORTH PENDER ISLAND** | | | | | | | |
| Plum Tree Court | North Pender Is. | Rental | 6 | | Pender Islands Seniors Housing Society (PISHS) | Six subsidized seniors housing units; has been in operation for over two decades; zoning allows 12 units be built. Plum Tree Court has a 35 year Operating Agreement with BC Housing that will expire in 2023. BC Housing provides funding for the mortgage, capital work and subsidizes the operating budget under a federal/provincial agreement that is being phased out. The Operating Agreement will not be renewed. | No |
| **SATURNA ISLAND** | | | | | | | |
| Carefree Court | Saturna Island | Seniors affordable rental | 8 | 4 | Saturna Senior Citizens Building Society | The land was owned until recently by BC Housing, but they transferred title sometime in the last couple of years to the society. BC Housing still has a relationship with the society and how the units are managed – Operating Agreement?<br><br>The property is zoned for four additional units, although it is located in the ALR. | No |
| **GALIANO ISLAND** | | | | | | | |
| Community Forest | Galiano Island | Affordable Rental | Unbuilt<br><br>(up to) 12 | | Gulf Islands Galisle Affordable Housing Society (GIGARHS) | Plan is to construct 12 units across two buildings. Rezoning was completed in 2022. Province has issued a water license. Subdivision approval still pending for 2 ha portion in Community Forest earmarked for development. Applicant is currently seeking funding for construction. | Yes |

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| PROJECT NAME | LOCATION | TYPE | # OF UNITS | BUILT / UNBUILT | OPERATOR | BACKGROUND | HOUSING AGREEMENT |
|---|---|---|---|---|---|---|---|
| Galiano Island Housing Society | Page Drive | Seniors' rental housing | 16 | | Galiano Island Housing Society | Owned by CMHC and the Galiano Island Housing Society, provides units for seniors. | No |
| Galiano Green | Galiano Island | Affordable Rental Housing | 20 | Unbuilt | Galiano Affordable Living Initiative (GALI) | Plan is to construct 20 units across four buildings. Rezoning was completed in 2022. Province has issued a water license. Applicant is currently seeking funding for construction. | Yes |
| **BOWEN ISLAND** | | | | | | | |
| Arbutus Ridge | King Edward Bay | Special Needs Rental Housing | ? | Unbuilt | Private Owner | Product of rezoning to expand permitted residential use. | Yes |
| Area 1, Lot 2 | Bowen Island | Market-rate rental with affordable rental | 23 market-rate; 4 affordable | ? | Bowen Island Municipality | Product of a rezoning application for purpose-built rental of municipal land. | Yes |
| Belterra CoHousing | Bowen Island | Co- Housing; mixed-income ownership | 30 units total; 4 units affordable home ownership | ? | Belterra CoHousing | This project involved rezoning to higher density; approach was consistent with the Bowen Island Municipality's Affordable Housing Policy. Zoning allows for 30 housing units (up from 1 unit), which includes 4 units that are available for affordable home ownership. | Yes |
| Bowen Court Seniors Housing Co-Op | Miller Road | Co-operative Ownership | 18 | Built | Bowen Court Seniors' Housing Co-operative | Built and occupied over 20 years ago. | No |

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| PROJECT NAME | LOCATION | TYPE | # OF UNITS | BUILT / UNBUILT | OPERATOR | BACKGROUND | HOUSING AGREEMENT |
|---|---|---|---|---|---|---|---|
| Bowen Investments Ltd. | Bowen Island | Mixed-income ownership | 12 units; 2 units affordable housing | ? | Bowen Investments Ltd | Rezoning allows a maximum of 12 dwelling units. A Housing Agreement registered on title requires that 2 units be affordable housing. Rent must be 10% below market rent, and only to a 'qualified tenant.' Agreement requires that Bowen Investments undertake the management of the units, and provide to Bowen Housing Island Municipality (BIM) a copy of the executed Tenancy Agreement. BIM may assume the management of the unit, should Bowen Investment go bankrupt. | Yes |
| Bowen Island Pub | Bowen Island Trunk Road | Staff Housing (Rental) | 4 | Built | Private owner | Rezoning to permit staff housing. | ? |
| Distillery | 441 Bowen Island Trunk Road | Below-market rent | 2 | Unbuilt | Private owner | Product of amenity zoning to expand restaurant/distillery. Requires both units be rented at a rate 10% below market. | Yes |
| Grafton Lake Development | Bowen Island | Below-market Ownership and Rental | 35 | Unbuilt | Private owner | Product of amenity rezoning to all increased residential development. 10 units proposed for below-market ownership, 25 for affordable rental. | Yes? |
| Ruddy Potato | 511 Sunset Road | Below-market rent | 1 | ? | Private owner | Product of an amenity zoning to expand commercial kitchen. Requires unit to be rented at a rate 10% below market. | Yes |
| Snug Cove Community Rental Housing | Miller Road | Non-Profit Market-Rate Rental ? | 25 | Unbuilt | Bowen Island Resilient Community Housing (BIRCH) | Rezoning of municipal land. Low-cost lease from municipality to housing society. | ? |

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| PROJECT NAME | LOCATION | TYPE | # OF UNITS | BUILT / UNBUILT | OPERATOR | BACKGROUND | HOUSING AGREEMENT |
|---|---|---|---|---|---|---|---|
| Snug Cove House | Miller Road | Seniors' Supportive Rental Housing | 24 | Unbuilt | Snug Cove House Society | Rezoned to permit this residential use | ? |
| Union Steamship Marina | 431 Bowen Island Trunk Road | Staff Housing (Rental) | 16 | 4 | Union Steamship Marina/ Doc's Pub | Product of rezoning application to allow staff housing for marina/restaurant operator. Planned to be floating homes in marina. Existing units are in two floating duplexes. FLNRORD has moratorium on approvals for additional float homes. | Yes |
| **LASQUETI ISLAND** | | | | | | | |
| Elder Duplex and Greene Cottage | China Cloud Bay Road | Low-Income Seniors Rental? | Targeting 6 units | | Judith Fischer Centre Society | Three units completed, on land zoned for a total of six.<br><br>Construction entirely funded through local donations organized by the Last Resort Society. | No |
| **MAYNE ISLAND** | | | | | | | |
| Naylor Road commercial vacation and workers housing | 412 Naylor Road | Commercial vacation rental and worker housing | Up to 30 vacation units and 10 residential units | | Private Owners | LTC is unaware of the owner's current intentions. Property has shared ownership. | No |
| Salish Grove | 375 Village Bay Road | Rental with mixed rates of affordability | Unbuilt (up to) 10 units mixed types and rates | | Mayne Island Housing Society | Awaiting Minister Approval for supportive OCP designation and undergoing subdivision as of April 2023 | Yes |
| Seniors Housing | 360 Georgina Point Road | Seniors' housing | Unbuilt (up to) 8 duplexes | | Anglican Church | This is a site-specific zone. | Yes |

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# Denman Island Housing Profile

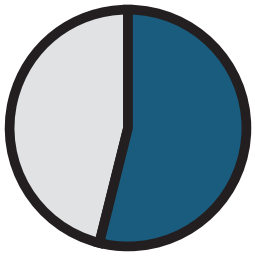
| Population and Dwelling Characteristics | 2021 Census |
|---|---|
| Total population | 1, 391 |
| Population over 60+ | 720 |
| Population change 2016-2021 | + 19.4% |
| Total private dwellings | 881 |
| Change in dwellings 2016-2021 | + 5.5% |
| Private dwellings occupied by full-time residents | 695 |
| Private households | 655 |
| Household couples with children | 90 |
| One parent households | 55 |
| Median income of individuals** | $31,400 |
| Median income of households of 2+** | $77,500 |
| Households spending 30% or more of total income on housing * | 100 |
| Households in housing that is unsuitable or in need of repair* | 105 |
| Households in core housing need*** | 105 |

| Renter Households | |
|---|---|
| Full-time households who rent* | *85* |
| Median monthly shelter costs* | $670 |
| % tenants in subsidized housing* | 22.2% |
| % tenants spending 30% or more on shelter* | 27.8% |

| Owner Households | |
|---|---|
| Full-time households who own* | *570* |
| Median monthly shelter costs* | $608 |
| Median value of properties | $645,000 |



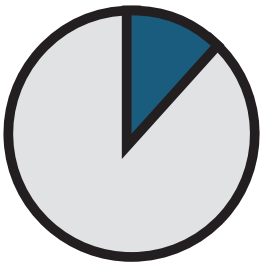
**79%**
**Full-time Occupied Dwellings**



**52%**
**Population of age 60+**



**47%**
**Households spending 30% + on housing, or are in unsuitable housing or in need of repair, or are in core housing need.**



**13%**
**Households that rent**

**87%**
**Households that own**

* Based on 25% sample data (Census)
** Before tax income (Census)
*** When a private household's housing falls below at least one of the indicator thresholds for housing adequacy, affordability or suitability, and spends 30% or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable (attains all three housing indicator thresholds)

Source: https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E



For more information on the Trust Area: Statistics Canada 2021 Census Infographics https://islandstrust.bc.ca/programs/trend-monitoring/

Islands Trust

# Gabriola Island Housing Profile

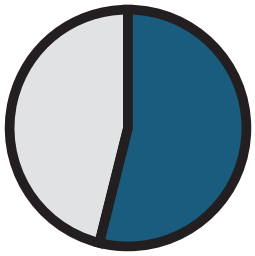
| Population and Dwelling Characteristics | 2021 Census |
|---|---|
| Total population | 4,500 |
| Population over 60+ | 2,590 |
| Population change 2016-2021 | + 11.6% |
| Total private dwellings | 3,062 |
| Change in dwellings 2016-2021 | +2.5% |
| Private dwellings occupied by full-time residents | 2,375 |
| Private households | 2,375 |
| Household couples with children | 215 |
| One parent households | 130 |
| Median income of individuals** | $34,400 |
| Median income of households of 2+** | $78,000 |
| Households spending 30% or more of total income on housing * | 365 |
| Households in housing that is unsuitable or in need of repair* | 180 |
| Households in core housing need*** | 270 |

| Renter Households | |
|---|---|
| Full-time households who rent | 270 |
| Median monthly shelter costs* | $930 |
| % tenants in subsidized housing* | 0% |
| % tenants spending 30% or more on shelter* | 43.4% |

| Owner Households | |
|---|---|
| Full-time households who own* | 2,100 |
| Median monthly shelter costs* | $500 |
| Median value of properties | $576,000 |



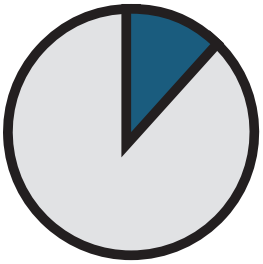
**78%**
**Full-time Occupied Dwellings**



**58%**
**Population of age 60+**



**34%**
**Households spending 30% + on housing, or are in unsuitable housing or in need of repair, or are in core housing need.**



**11%**
**Households that rent**

**89%**
**Households that own**

* Based on 25% sample data (Census)
** Before tax income (Census)
*** When a private household's housing falls below at least one of the indicator thresholds for housing adequacy, affordability or suitability, and spends 30% or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable (attains all three housing indicator thresholds)

Source: https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E

For more information on the Trust Area: Statistics Canada 2021 Census Infographics https://islandstrust.bc.ca/programs/trend-monitoring/

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# Galiano Island Housing Profile

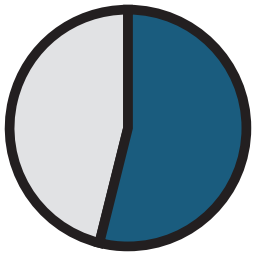
| Population and Dwelling Characteristics | 2021 Census |
|---|---|
| Total population | 1,396 |
| Population over 60+ | 650 |
| Population change 2016-2021 | +33.7% |
| Total private dwellings | 1,216 |
| Change in dwellings 2016-2021 | 3.9% |
| Private dwellings occupied by full-time residents | 726 |
| Private households | 725 |
| Household couples with children | 90 |
| One parent households | 35 |
| Median income of individuals** | $33,200 |
| Median income of households of 2+** | $80,000 |
| Households spending 30% or more of total income on housing * | 115 |
| Households in housing that is unsuitable or in need of repair* | 95 |
| Households in core housing need*** | 65 |

| Renter Households | |
|---|---|
| Full-time households that rent | 125 |
| Median monthly shelter costs* | $840 |
| % tenants in subsidized housing* | 0% |
| % tenants spending 30% or more on shelter* | 12.5% |

| Owner Households | |
|---|---|
| Full-time households who own* | 580 |
| Median monthly shelter costs* | $544 |
| Median value of properties | $650,000 |



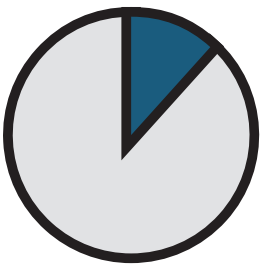
**60%**
**Full-time Occupied Dwellings**



**47%**
**Population of age 60+**



**38%**
**Households spending 30% +; in housing unsuitable or in need of repair; in core housing need.**



**18%**
**Households who rent**

**82%**
**Households who own**

* Based on 25% sample data (Census)
** Before tax income (Census)
*** When a private household's housing falls below at least one of the indicator thresholds for housing adequacy, affordability or suitability, and spends 30% or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable (attains all three housing indicator thresholds)
Source: https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E
For more information on the Trust Area: Statistics Canada 2021 Census Infographics https://islandstrust.bc.ca/programs/trend-monitoring/

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# Gambier Island Housing Profile

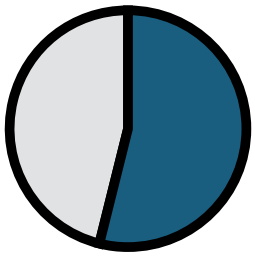
| Population and Dwelling Characteristics | 2021 Census |
|---|---|
| Total population | 430 |
| Population over 60+ | 200 |
| Population change 2016-2021 | +70% |
| Total private dwellings | 593 |
| Change in dwellings 2016-2021 | - |
| Private dwellings occupied by full-time residents | 215 |
| Private households | 130 |
| Household couples with children | 30 |
| One parent households | 5 |
| Median income of individuals** | $37,600 |
| Median income of households of 2+** | $103,000 |
| Households spending 30% or more of total income on housing * | 30 |
| Households in housing that is unsuitable or in need of repair* | 0 |
| Households in core housing need*** | - |

| Renter Households | |
|---|---|
| Full-time households who rent | 30 |
| Median monthly shelter costs* | $640 |
| % tenants in subsidized housing* | 0% |
| % tenants spending 30% or more on shelter* | - |

| Owner Households | |
|---|---|
| Full-time households who own* | 105 |
| Median monthly shelter costs* | $360 |
| Median value of properties | $695,000 |



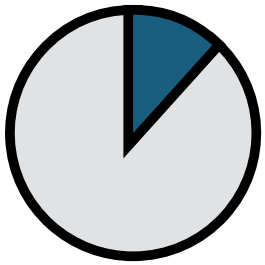
**36%**
**Full-time Occupied Dwellings**



**47%**
**Population of age 60+**



**23%**
**Households spending 30% + on housing and/ or are in housing unsuitable or in need of repair.**



**22%**
**Households who rent**

**78%**
**Households who own**

* Based on 25% sample data (Census)
** Before tax income (Census)
*** When a private household's housing falls below at least one of the indicator thresholds for housing adequacy, affordability or suitability, and spends 30% or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable (attains all three housing indicator thresholds)
- Data suppressed to meet confidentiality requirements of the Statistics Act
Source: https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E
For more information on the Trust Area: Statistics Canada 2021 Census Infographics https://islandstrust.bc.ca/programs/trend-monitoring/

# Hornby Island Housing Profile

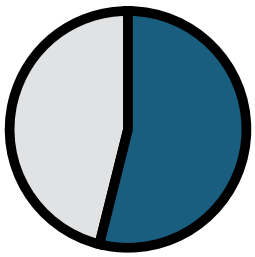
| Population and Dwelling Characteristics | 2021 Census |
|---|---|
| Total population | 1, 225 |
| Population over 60+ | 675 |
| Population change 2016-2021 | + 20.6% |
| Total private dwellings | 1,117 |
| Change in dwellings 2016-2021 | + 1.2% |
| Private dwellings occupied by full-time residents | 654 |
| Private households | 655 |
| Household couples with children | 80 |
| One parent households | 25 |
| Median income of individuals** | $26,000 |
| Median income of households of 2+** | $70,500 |
| Households spending 30% or more of total income on housing * | 85 |
| Households in housing that is unsuitable or in need of repair* | 115 |
| Households in core housing need*** | 75 |

| Renter Households | |
|---|---|
| Full-time Households who rent* | 120 |
| Median monthly shelter costs* | $700 |
| % tenants in subsidized housing* | 0% |
| % tenants spending 30% or more on shelter* | 30.4% |

| Owner Households | |
|---|---|
| Full-time Households who own* | 475 |
| Median monthly shelter costs* | $424 |
| Median value of properties | $600,000 |



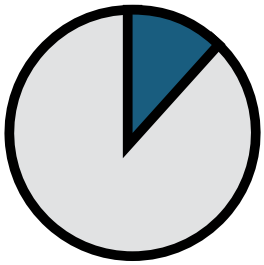
**59%**
**Full-time Occupied Dwellings**



**55%**
**Population of age 60+**



**42%**
**Households spending 30% +; in housing unsuitable or in need of repair; in core housing need.**



**20%**
**Households who rent**

**80%**
**Households who own**

* Based on 25% sample data (Census)
** Before tax income (Census)
*** When a private household's housing falls below at least one of the indicator thresholds for housing adequacy, affordability or suitability, and spends 30% or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable (attains all three housing indicator thresholds)
Source: https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E
For more information on the Trust Area: Statistics Canada 2021 Census Infographics https://islandstrust.bc.ca/programs/trend-monitoring

Islands Trust

# Lasqueti Island Housing Profile

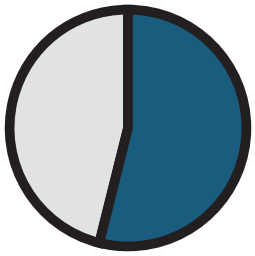
| Population and Dwelling Characteristics | 2021 Census |
|---|---|
| Total population | 498 |
| Population over 60+ | 205 |
| Population change 2016-2021 | +24.8% |
| Total private dwellings | 506 |
| Change in dwellings 2016-2021 | +24.3% |
| Private dwellings occupied by full-time residents | 294 |
| Private households | 295 |
| Household couples with children | 25 |
| One parent households | 15 |
| Median income of individuals** | $23,200 |
| Median income of households of 2+** | $51,600 |
| Households spending 30% or more of total income on housing * | 50 |
| Households in housing that is unsuitable or in need of repair* | 65 |
| Households in core housing need*** | 55 |

| Renter Households | |
|---|---|
| Full-time households who rent | 55 |
| Median monthly shelter costs* | $400 |
| % tenants in subsidized housing* | 0% |
| % tenants spending 30% or more on shelter* | 0% |

| Owner Households | |
|---|---|
| Full-time households who own* | 245 |
| Median monthly shelter costs* | $576 |
| Median value of properties | $348,000 |



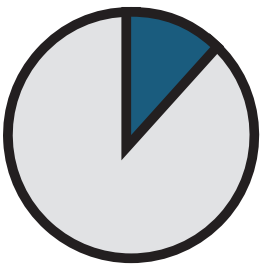
**58%**
**Full-time Occupied Dwellings**



**41%**
**Population of age 60+**



**58%**
**Households spending 30% +; in housing unsuitable or in need of repair; in core housing need.**



**18%**
**Households who rent**

**82%**
**Households who own**

* Based on 25% sample data (Census)
** Before tax income (Census)
*** When a private household's housing falls below at least one of the indicator thresholds for housing adequacy, affordability or suitability, and spends 30% or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable (attains all three housing indicator thresholds)
Source: https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E
For more information on the Trust Area: Statistics Canada 2021 Census Infographics https://islandstrust.bc.ca/programs/trend-monitoring/

# Mayne Island Housing Profile

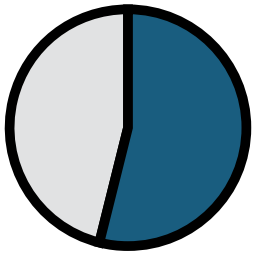
| Population and Dwelling Characteristics | 2021 Census |
|---|---|
| Total population | 1, 304 |
| Population over 60 | 750 |
| Population change 2016-2021 | + 37% |
| Total private dwellings | 1, 292 |
| Change in dwellings 2016-2021 | + 6% |
| Private dwellings occupied by full-time residents | 706 |
| Private households | 760 |
| Household couples with children | 80 |
| One parent households | 30 |
| Median income of individuals** | $34,000 |
| Median income of households of 2+** | $80,000 |
| Households spending 30% or more of total income on housing * | 105 |
| Households in housing that is unsuitable or in need of repair* | 215 |
| Households in core housing need*** | 70 |

| Renter Households | |
|---|---|
| Full-time residents who rent* | 90 |
| Median monthly shelter costs* | $800 |
| % tenants in subsidized housing* | 0% |
| % tenants spending 30% of more on shelter* | 29.4% |

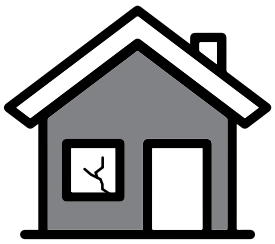
| Owner Households | |
|---|---|
| Full-time Residents who own* | 670 |
| Median monthly shelter costs* | $556 |
| Median value of properties | $576,000 |



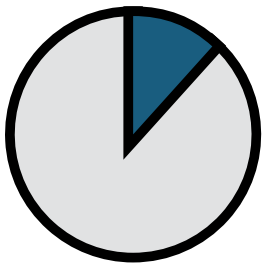
**54%**
**Full-time Occupied Dwellings**



**58%**
**Population of age 60+**



**51%**
**Households spending 30% +; in housing unsuitable or in need of repair; in core housing need.**



**12%**
**Residents who rent**

**88%**
**Residents who own**

* Based on 25% sample data (Census)
** Before tax income (Census)
*** When a private household's housing falls below at least one of the indicator thresholds for housing adequacy, affordability or suitability, and spends 30% or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable (attains all three housing indicator thresholds).
Source: https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E
For more information on the Trust Area: Statistics Canada 2021 Census Infographics https://islandstrust.bc.ca/programs/trend-monitoring/

Islands Trust

# North Pender Island Housing Profile

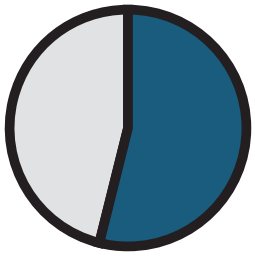
| Population and Dwelling Characteristics | 2021 Census |
|---|---|
| Total population | 2,467 |
| Population over 60+ | 1,325 |
| Population change 2016-2021 | +19.4% |
| Total private dwellings | 1,768 |
| Change in dwellings 2016-2021 | +3.3% |
| Private dwellings occupied by full-time residents | 1,261 |
| Private households | 1,260 |
| Household couples with children | 130 |
| One parent households | 55 |
| Median income of individuals** | $40,000 |
| Median income of households of 2+** | $88,000 |
| Households spending 30% or more of total income on housing * | 200 |
| Households in housing that is unsuitable or in need of repair* | 150 |
| Households in core housing need*** | 95 |

| Renter Households | |
|---|---|
| Full-time households who rent | 170 |
| Median monthly shelter costs* | $920 |
| % tenants in subsidized housing* | 0% |
| % tenants spending 30% or more on shelter* | 34.3% |

| Owner Households | |
|---|---|
| Full-time households who own* | 1,120 |
| Median monthly shelter costs* | $560 |
| Median value of properties | $600,000 |



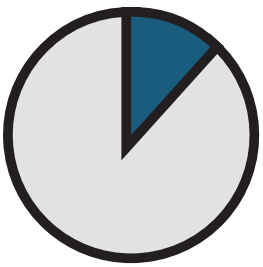
**71%**
**Full-time Occupied Dwellings**



**54%**
**Population of age 60+**



**35%**
**Households spending 30% +; in housing unsuitable or in need of repair; in core housing need.**



**13%**
**Households who rent**

**87%**
**Households who own**

* Based on 25% sample data (Census)
** Before tax income (Census)
*** When a private household's housing falls below at least one of the indicator thresholds for housing adequacy, affordability or suitability, and spends 30% or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable (attains all three housing indicator thresholds)
Source: https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E
For more information on the Trust Area: Statistics Canada 2021 Census Infographics https://islandstrust.bc.ca/programs/trend-monitoring/

Islands Trust

# Salt Spring Island Housing Profile

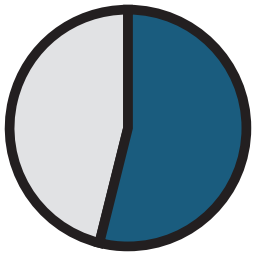
| Population and Dwelling Characteristics | 2021 Census |
|---|---|
| Total population | 11,798 |
| Population over 60+ | 5, 235 |
| Population change 2016-2021 | +10.9% |
| Total private dwellings | 6,281 |
| Change in dwellings 2016-2021 | +3.8% |
| Private dwellings occupied by full-time residents | 5,195 |
| Private households | 5,195 |
| Household couples with children | 815 |
| One parent households | 315 |
| Median income of individuals** | $39,200 |
| Median income of households of 2+** | $100,000 |
| Households spending 30% or more of total income on housing * | 1,245 |
| Households in housing that is unsuitable or in need of repair* | 650 |
| Households in core housing need*** | 295 |

| Renter Households | |
|---|---|
| Full-time households who rent | 955 |
| Median monthly shelter costs* | $1,040 |
| % tenants in subsidized housing* | 9.9% |
| % tenants spending 30% or more on shelter* | 44.7% |

| Owner Households | |
|---|---|
| Full-time households who own* | 4,225 |
| Median monthly shelter costs* | $850 |
| Median value of properties | $800,000 |



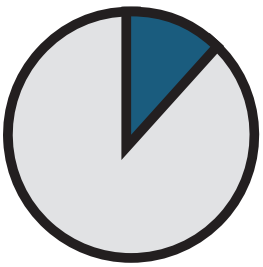
**83%**
**Full-time Occupied Dwellings**



**44%**
**Population of age 60+**



**42%**
**Households spending 30% +; in housing unsuitable or in need of repair; in core housing need.**



**18%**
**Households who rent**

**82%**
**Households who own**

* Based on 25% sample data (Census)
** Before tax income (Census)
*** When a private household's housing falls below at least one of the indicator thresholds for housing adequacy, affordability or suitability, and spends 30% or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable (attains all three housing indicator thresholds)
Source: https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E
For more information on the Trust Area: Statistics Canada 2021 Census Infographics https://islandstrust.bc.ca/programs/trend-monitoring/

Islands Trust

# Saturna Island Housing Profile

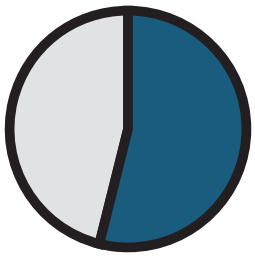
| Population and Dwelling Characteristics | 2021 Census |
|---|---|
| Total population | 465 |
| Population over 60+ | 285 |
| Population change 2016-2021 | +31.4% |
| Total private dwellings | 484 |
| Change in dwellings 2016-2021 | +4.3% |
| Private dwellings occupied by full-time residents | 259 |
| Private households | 260 |
| Household couples with children | 10 |
| One parent households | 10 |
| Median income of individuals** | $35,200 |
| Median income of households of 2+** | $89,900 |
| Households spending 30% or more of total income on housing * | 25 |
| Households in housing that is unsuitable or in need of repair* | 40 |
| Households in core housing need*** | 0 |

| Renter Households | |
|---|---|
| Full-time households who rent | 50 |
| Median monthly shelter costs* | $880 |
| % tenants in subsidized housing* | 0% |
| % tenants spending 30% or more on shelter* | 0% |

| Owner Households | |
|---|---|
| Full-time households who own* | 175 |
| Median monthly shelter costs* | $416 |
| Median value of properties | $695,000 |



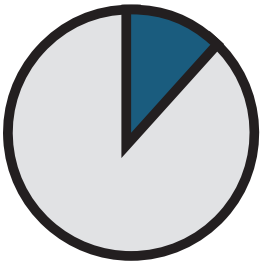
**54%**
**Full-time Occupied Dwellings**



**61%**
**Population of age 60+**



**25%**
**Households spending 30% + on housing and/ or are in housing unsuitable or in need of repair.**



**22%**
**Households who rent**

**78%**
**Households who own**

* Based on 25% sample data (Census)
** Before tax income (Census)
*** When a private household's housing falls below at least one of the indicator thresholds for housing adequacy, affordability or suitability, and spends 30% or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable (attains all three housing indicator thresholds)
Source: https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E
For more information on the Trust Area: Statistics Canada 2021 Census Infographics https://islandstrust.bc.ca/programs/trend-monitoring/

Islands Trust

# South Pender Island Housing Profile

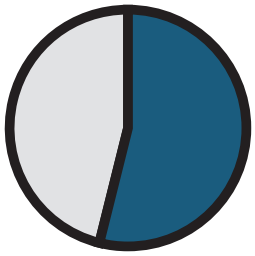
| Population and Dwelling Characteristics | 2021 Census |
|---|---|
| Total population | 306 |
| Population over 60+ | 205 |
| Population change 2016-2021 | +30.2% |
| Total private dwellings | 215 |
| Change in dwellings 2016-2021 | +2.4% |
| Private dwellings occupied by full-time residents | 153 |
| Private households | 150 |
| Household couples with children | 15 |
| One parent households | 0 |
| Median income of individuals** | $45,200 |
| Median income of households of 2+** | $101,000 |
| Households spending 30% or more of total income on housing * | 35 |
| Households in housing that is unsuitable or in need of repair* | 20 |
| Households in core housing need*** | - |

| Renter Households | |
|---|---|
| Full-time households who rent | 20 |
| Median monthly shelter costs* | - |
| % tenants in subsidized housing* | 0% |
| % tenants spending 30% or more on shelter* | - |

| Owner Households | |
|---|---|
| Full-time households who own* | 125 |
| Median monthly shelter costs* | $432 |
| Median value of properties | $755,000 |



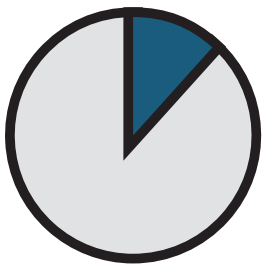
**71%**
**Full-time Occupied Dwellings**



**67%**
**Population of age 60+**



**37%**
**Households spending 30% + on housing and/ or are in housing unsuitable or in need of repair.**



**14%**
**Households who rent**

**86%**
**Households who own**

* Based on 25% sample data (Census)
** Before tax income (Census)
*** When a private household's housing falls below at least one of the indicator thresholds for housing adequacy, affordability or suitability, and spends 30% or more of its total before-tax income to pay the median rent of acceptable (attains all three housing indicator thresholds) local housing
- Data suppressed to meet confidentiality requirements of the Statistics Act
Source: https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E
For more information on the Trust Area: Statistics Canada 2021 Census Infographics https://islandstrust.bc.ca/programs/trend-monitoring/

Islands Trust

# Thetis Island Housing Profile

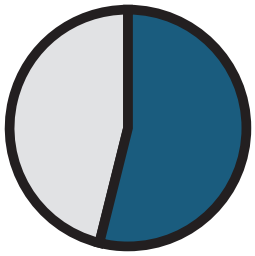
| Population and Dwelling Characteristics | 2021 Census |
|---|---|
| Total population | 476 |
| Population over 60+ | 255 |
| Population change 2016-2021 | +22.4% |
| Total private dwellings | 460 |
| Change in dwellings 2016-2021 | +19.8% |
| Private dwellings occupied by full-time residents | 224 |
| Private households | 225 |
| Household couples with children | 25 |
| One parent households | 15 |
| Median income of individuals** | $37,600 |
| Median income of households of 2+** | $79,500 |
| Households spending 30% or more of total income on housing * | 30 |
| Households in housing that is unsuitable or in need of repair* | 125 |
| Households in core housing need*** | 20 |

| Renter Households | |
|---|---|
| Full-time households who rent | 20 |
| Median monthly shelter costs* | ~ |
| % tenants in subsidized housing* | 0% |
| % tenants spending 30% or more on shelter* | 0% |

| Owner Households | |
|---|---|
| Full-time households who own* | 180 |
| Median monthly shelter costs* | $444 |
| Median value of properties | $700,000 |



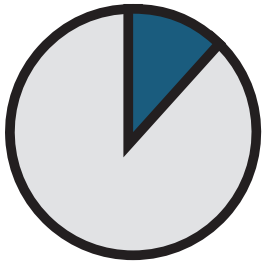
**49%**
**Full-time Occupied Dwellings**



**54%**
**Population of age 60+**



**78%**
**Households spending 30% +; in housing unsuitable or in need of repair; in core housing need.**



**10%**
**Households who rent**

**90%**
**Households who own**

* Based on 25% sample data (Census)
** Before tax income (Census)
*** When a private household's housing falls below at least one of the indicator thresholds for housing adequacy, affordability or suitability, and spends 30% or more of its total before-tax income to pay the median rent of acceptable (attains all three housing indicator thresholds) alternative local housing
~ Data suppressed to meet confidentiality requirements of the Statistics Act
Source: https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E
For more information on the Trust Area: Statistics Canada 2021 Census Infographics https://islandstrust.bc.ca/programs/trend-monitoring/

# Housing Development in the Islands Trust Area

Tool 10

Islands Trust

## Roles and Responsibilities

Level of Responsibility

**PROVINCIAL GOVERNMENT**

- Primary funder of housing affordability programs and projects
- Oversees BC Housing, a Crown corporation
- Regulates tenant-landlord relations through the Residential Tenancy Branch
- Legislates BC Building Code, strata housing, and real estate development
- Issues ground/surface water licenses for new multi-family housing not connected to community water services
- Approves subdivisions

**FEDERAL GOVERNMENT**

- Oversees the Canada Mortgage and Housing Corporation (CMHC)
- Administers funding and loans and undertakes data collection and research
- Supports the purchasing, financing and construction of affordable housing through National Housing Strategy

**REGIONAL DISTRICTS**

- Oversee BC Building Code compliance on most islands
- Operate community water systems and sewage disposal systems on some islands
- Oversee housing corporations to build and operate affordable housing
- Undertake data collection and research

**ISLANDS TRUST**

- Establishes zoning that determines location and intensity of housing development
- Steers housing development through land use planning, regulations, policies and permitting
- Requires/holds housing agreements to ensure affordability of certain residential housing projects
- Undertakes data collection and research

**HEALTH AUTHORITIES**

- Issue operating permits for some drinking water systems and sewage disposal systems

**NOT-FOR PROFIT**

- Build and manage rental units that rent at the low-end or below market rates
- Build affordable housing for ownership (Habitat for Humanity)
- Operate emergency shelters, safe houses, and transitional/supported housing

**INDIVIDUAL**

- Finance, build and/or sell/rent homes at market rates
- Partner with government/community to develop rental units or houses that rent or sell below market rates
- Build and rent accessory dwelling units (suites, cottages etc.)

# REQUEST FOR DECISION

| | | | |
|---|---|---|---|
| **To:** | Trust Council | **For the Meeting of:** | December 5, 2023 |
| **From:** | **Director, Planning Services** | **Date Prepared:** | November 16, 2023 |
| **SUBJECT:** | **Trust Council Housing Strategic Action Plan** | | |

**RECOMMENDATION:**
That Trust Council:

1 Approve the Draft Trust Council Housing Strategic Action Plan including proposed priority actions.

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:**

This Strategic Action Plan will advance Trust Council's Strategic Plan item 4.4 to Strengthen Housing Affordability throughout the Islands Trust Area

**1 PURPOSE:**

The purpose of this Request for Decision (RFD) is to recommend approval of the Draft Trust Council Housing Strategic Action Plan. A summary of the Housing Strategic Action Plan is provided below.

**2 BACKGROUND:**

At its November 15, 2023 meeting, the Regional Planning Committee adopted the following resolutions:

> THAT Regional Planning Committee endorse the draft Trust Council Housing Strategic Action Plan including proposed priority actions and refer to Trust Council for approval.
>
> THAT Regional Planning Committee request staff to review the impact on the Trust Council Strategic Plan when the recently proposed regulations are released.

The following provides an overview of the Housing Strategic Action Plan (attachment 2):

- Context section: provides context for how the Housing Strategic Action Plan fits into the work of the Islands Trust
- Objectives section: this section describes the objectives and their rationale. These objectives resulted from a thorough review of existing documents and plans related to addressing housing need in the Trust Area.
- Actions table section: The actions table provides a description of actions, priority and key timelines with dates (recognizing this will be a living document that will respond to new context, e.g., regulatory changes) by which those actions are proposed to be completed. It also provides relevant notes about each action. The actions (and suggested priority) have been consolidated from several sources:

- Housing Options Toolkit Part 2 Actions – initiatives identified for completion by RPC as Part 2 of the Housing Options Toolkit
- Housing Action List document – a table that had been reviewed and prioritized by RPC
- Follow Up Actions (three) from September 2022 Executive Committee

**Attachment 1 offers a condensed timeline (priority listing) of the proposed actions listed in Appendix 2, the Strategic Action Plan.**

**NEXT STEPS**
If approved, RPC will implement the actions according to the timeline and availability of resources.

## 3 IMPLICATIONS OF RECOMMENDATION

**ORGANIZATIONAL:** Staff resources can be applied to strengthen affordable housing options in the Trust Area.

**FINANCIAL:** Current allocated resources include: $15,000 to Suitable Land Analysis; $5,000 for communications materials; $10,000 Housing Needs Gaps Analysis. Fiscal Year 2024/25 business cases submitted in separate RFD and include consideration for up to a $30,000 placeholder for advancing the Housing Strategy and $110,000 to create the legislatively required Housing Needs Reports in all local trust areas except for Salt Spring Island and Bowen Island Municipality. The Housing Strategic Action Plan may also lead to increased grant opportunities.

**POLICY:** Islands Trust Policy Statement:

Goal: *To Sustain Island Character and Healthy Communities: "...The health of a community is influenced by numerous factors such as economic security, education, social support systems, the cleanliness and safety of the environment, and the availability of such necessities as educational and social services, transportation, affordable food and housing".*

Directive Policy: *"5.8.6 Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address their community's current and projected housing requirements and the long-term needs for educational, institutional, community and health-related facilities and services, as well as the cultural and recreational facilities and services."*

**IMPLEMENTATION/COMMUNICATIONS:** If approved, staff to begin implementation under RPC direction according to indicated timeline. Communications are to be developed following Trust Council endorsement. Starting in 2024, dedicated staff time will be needed for implementation if the Strategic Action Plan is approved.

**FIRST NATIONS:** As an internal document to date, no First Nation engagement or collaboration has occurred as of this time. It is suggested (as per the Action list) that an early action of this Strategic Action Plan is to work with First Nations to address First Nations' interests, e.g., could include by updating and adding to the Action list.

## 4 RELEVANT POLICY(S):

**ATTACHMENT(S):**
Attachment 1: Housing Strategy Timelines/Priority Table

**RESPONSE OPTIONS**

**Recommendation:** That Trust Council approve the Housing Strategic Action Plan.

**Alternative:** That Trust Council return the Housing Strategic Action Plan to staff.

**Prepared By:** Mary Storzer, Acting Senior Policy Advisor

| | | |
|---|---|---|
| **Reviewed By/Date:** | Director, Planning Services | November 16, 2023 |
| | Regional Planning Manager, Southern Region | November 16, 2023 |

**Attachment 1: Housing Strategic Action Plan Timelines/Priority Table**

| Q | Action Delivery Timeline | Objective |
|---|---|---|
| ***2023/24*** | | |
| Q3 | Action 3: update Housing Affordability webpage (including by posting the Housing Options Toolkit) and support awareness of housing affordability advocacy | *Objective A*[1] |
| | Action 27: Advocate to Province to enable improvement districts to access infrastructure grants | *Objective I*[2] |
| Q4 | Action 4: Communicate to property owners what housing actions that can be taken under existing bylaws and constraints that are beyond an LTC's authority | *Objective A* |
| | Action 7: Identify consistent housing definitions & recommend (3) LTCs to adopt | *Objective B*[3] |
| | Action 11: Apply for funding to incorporate new data on social and economic implications of housing location into suitable land analysis | *Objective C*[4] |
| | Action 12: Apply for funding to undertake work with First Nations to identify was to incorporate indigenous interests into suitable land analysis | |
| | Action 24: Work with Regional Districts to facilitate the development and implementation of affordable housing strategies for the islands | *Objective H*[5] |
| | Action 22: Work with Indigenous Nations to address their interests in Action Plan | *Objective G*[6] |
| | Action 31: Review of provincial regulations as released in spring 2024 | *General* |
| ***2024/25*** | | |
| Q1 | Action 2: Updates to Housing Needs Assessments (priority for 2024/25– business case in development) | *Objective A* |
| | Action 21: Trust Council to identify if there are specific circumstances where they want to hold land for housing in a manner consistent with its mandate | *Objective F* |
| | Action 26: Advocate to Province for changes at the Provincial and regional level to support tiny homes on wheels | *Objective I* |
| Q2 | Action 13: Encourage LTCs (through communications from staff) to update OCPs to facilitate housing to address need | *Objective D*[7] |
| | Action 14: Encourage LTCs (through communications from staff) to create opportunities through zoning for housing forms that address need | |
| | Action 29: Advocate for BC Housing and CMHC to incorporate a low density, rural framework within capital funding programs | *Objective J*[8] |
| Q3 | Action 1: Updates to Housing Profiles for all LTCs | *Objective A* |
| | Action 9: Create a model engagement process for LTCs | *Objective B* |
| | Action 23: Hold a regional interagency cooperation staff roundtable | *Objective H* |
| | Action 25: Advocate to Island Health to develop support and guidance for unplumbed sewage disposal such as composting toilets and alternative water solutions such as graywater recycling and rainwater catchment | *Objective I* |
| Q4 | Action 6: Prioritize funding to LTC housing projects to update bylaws | *Objective B* |
| | Action 7: Recommend (3) more LTCs to adopt the consistent housing definitions | |
| | Action 10: Undertake suitable land analysis using evidence-based research data that the Islands Trust already has | *Objective C* |

[1]Objective A) Identify and Communicate Housing Need and Activities
[2]Objective I) Advocate for Policy Changes that will Address Housing Challenges on the Islands
[3]Objective B) Develop Trust-Wide Consistency in Housing Policy and Project Processes
[4]Objective C) Identify Suitable Land for Additional Housing and Density Using Best Available Environmental & Social Impact Data
[5]Objective H) Develop Partnerships to Improve Existing and Deliver New Housing
[6]Objective G) Collaborate with Indigenous Nations
[7]Objective D) Support Local Trust Committee Land-Use Policy Review and Update
[8]Objective J) Advocate for Funding to Support Housing Needs on the Islands

| | | |
|---|---|---|
| | Action 11: Pilot approach to incorporate new data on social and economic implications of housing location into suitable land analysis | |
| | Action 12: Undertake work with First Nations to identify ways to incorporate indigenous interests into suitable land analysis and pilot it | |
| | Action 15: Develop communications on pre-development steps and costs for community organizations & affordable housing application process (Tools 11-12) | *Objective E*[9] |
| | Action 18: Terms of Reference and Water Management Plan Template including proof of water guidance (Tools 14-16) | |
| | Action 28: Advocate for the provincial government to fund growth-limits assessment like groundwater availability studies | *Objective J* |
| | Action 30: Advocate for ongoing provincial funding to help address housing need in the Islands Trust | |
| ***2025/26*** | | |
| Q1 | *Work underway to meet future action completion timelines* | |
| Q2 | Action 23: Hold a regional interagency cooperation elected officials roundtable | *Objective H* |
| Q3 | *Work underway to meet future action completion timelines* | |
| Q4 | Action 2: Updates to Housing Profiles for all LTCs when new data available from: Census (release Feb 2026) | *Objective A* |
| | Action 6: Prioritize funding to LTC housing projects that will result in effective and/or innovate bylaws increasing housing options (Official Community Plan and Land Use Bylaw) and updates to older zoning provisions | *Objective B* |
| | Action 7: 3 more LTCs to adopt the consistent definitions of affordable housing and other housing-related terms | |
| | Action 10: Undertake suitable land (for development) analysis using evidence-based research data that the Islands Trust has | *Objective C* |
| | Action 16: Resource a technical services fund to commission professional reports for site-specific affordable housing projects or a granting function to support pre-development costs for affordable housing | *Objective E* |
| | Action 19: Adopt revised Housing Agreement template for multi-family developments | *Objective F*[10] |
| | Action 20: Co-ordinate with Regional Districts to develop a simple program to administer housing agreements | |
| ***2026/2027*** | | |
| Q1 | *Work underway to meet future action completion timelines* | |
| Q2 | *Work underway to meet future action completion timelines* | |
| Q3 | Action 5. Islands Trust Policy Statement amendments to provide affordable housing vision | *Objective B* |
| Q4 | Action 6: Prioritize funding to LTC housing projects that will result in effective and/or innovate bylaws increasing housing options (Official Community Plan and Land Use Bylaw) and updates to older zoning provisions | |
| | Action 7: 3 more LTCs to adopt the consistent definitions of affordable housing and other housing-related terms | |
| | Action 10: Undertake suitable land (for development) analysis using evidence-based research data that the Islands Trust has | *Objective C* |

Note: Q1 =Apr-Jun; Q2=July-Sept; Q3=Oct-Dec; Q4=Mar-May

[9]Objective E) Streamline and Support Processes for Non Profit-Led Rezoning Applications

[10]Objective F) Housing Affordability Through Housing Agreements and Land Acquisition

**Attachment 2:**

# Draft Islands Trust Housing Strategic Action Plan

## Context

The Islands Trust Area is located within Coast Salish Territory, in the treaty lands and territories of 27 First Nations. The Islands Trust is committed to working towards building strong relationships and foundations for collaborative governance with Indigenous governing bodies.

The Islands Trust has a mandate to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia. The Islands Trust preserves and protects the islands in the context of many complex challenges including: climate change, lack of affordable housing, freshwater limitations, many species at risk, development and tourism pressures.

The Islands Trust Policy Statement[1] identifies goals and policies that guides the work of the Islands Trust. Specifically, it guides the development of official community plans (OCPs) and regulatory bylaws by local trust committees (LTCs) and island municipalities and provides specific directives to all LTCs and island municipalities in support of affordable housing policy goals.

Availability of affordable, appropriate, and adequate housing for all individuals and families is an important part of healthy communities in the Trust Area. Many communities in the Trust Area are experiencing a shortage of safe, secure, and affordable housing. More and more often, island workers are needing to commute from off-island locations, seniors are finding it challenging to age in place, and many people do not have secure housing. The Islands Trust Council has declared that a housing equity and workforce shortage crisis exists on many of the islands within the Islands Trust Area. Strengthening housing affordability is an Islands Trust Council priority.

While Islands Trust and local trust committees cannot tackle these issues alone, local trust committees can regulate use and density, ensuring new housing is located in appropriate locations, can regulate short-term rentals, and can coordinate with other levels of government to foster safe, secure, and affordable housing. Meeting the diverse housing needs of Trust Area communities requires an integrated and collaborative approach with communities, First Nations, federal, provincial, and regional governments, and non-governmental organizations.

In the spring of 2019, the Province introduced legislation requiring local governments, including LTCs, to prepare housing needs reports to better understand current and future housing needs in their communities. Local governments and LTCs must consider their most recent housing needs report when developing or amending an OCP. More recently, the Province has begun introducing new housing legislation to address short-term rentals and deliver more small-scale, multi-unit housing for people, including townhomes, triplexes and laneway homes, and fix outdated zoning rules to help build more homes faster. Housing needs reports will now be required to consider 5 and 20 year housing needs.

[1] Note the Policy Statement Amendment project is underway to adapt the Policy Statement to current and future challenges and opportunities, and to reflect its commitments related to reconciliation, climate change, and affordable housing.

This action plan supports the Trust Council Strategic Plan. The Trust Council Strategic Plan represents the priorities of Trust Council and the Islands Trust and provides a framework to guide decision-making and allocate resources.

## Objectives of the Housing Strategy

Through a review of information and consultation the following have been identified as key objectives for the Housing Strategy. These objectives are intended to guide the Housing Strategy actions by providing a focus for how the Islands Trust will achieve its housing goals from the Policy Statement[2]:

> Goal: *To Sustain Island Character and Healthy Communities: "...The health of a community is influenced by numerous factors such as economic security, education, social support systems, the cleanliness and safety of the environment, and the availability of such necessities as educational and social services, transportation, affordable food and housing".*
>
> Directive Policy: *"5.8.6 Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address their community's current and projected housing requirements and the long-term needs for educational, institutional, community and health-related facilities and services, as well as the cultural and recreational facilities and services."*

These objectives including both objectives that the Islands Trust can implement as well as objectives that require partnership and advocacy. The discussion under each objective provides more information about the objective and why it is needed, in addition to identifying some of the actions to be undertaken. The Islands Trust Housing Action List table provides a full list of actions for the Strategy.

### Objectives Internal to the Islands Trust

#### A) Identify and Communicate Housing Need and Activities

Identifying housing need is the starting point for implementing policies and actions related to housing in every LTC. Housing needs assessments are a legislated requirement (every 5 years) and a critical component of understanding housing needs. The Islands Trust 2020 LTC Housing Profiles provide a snapshot of housing need. Communication identifying the unique nature of the housing crisis in island communities is critical to facilitating more focussed and specific attention to these needs by regional districts, the Province and the federal government as well as those who own property and live in the Islands Trust Area. Communications should consider each audience in the Islands Trust Area and include information about housing needs, activities being done to address need and actions individuals can take.

#### B) Develop Trust-wide consistency in housing policy and project processes

Consistency is important in order to ensure the goals of the organization area being implemented throughout the Trust Area. In addition, it can provide efficiencies for resourcing and predictability for all people involved in housing policy and projects. Articulating a vision for housing affordability in the updated Islands Trust Policy Statement is a key element that will support consistency.

[2] https://islandstrust.bc.ca/document/islands-trust-policy-statement-bylaw-no-17/.

### C) Identify Suitable Land for Additional Housing and Density Using Best Available Environmental And Social Impact Data

Housing options related to increasing affordability may involve increasing density or redirecting growth to preferred areas. Suitable land for density increase is land that has a reliable source of potable water, is less ecologically sensitive than others and is close to community services and amenities. Data is needed to support mechanisms to identify suitable land.

### D) Support Local Trust Committee Land-Use Policy Reviews and Updates

Regulating land use is the primary tool the Islands Trust has to help meet housing need. OCP policies should be flexible enough to support a diversity of housing in a diversity of locations. Creative solutions may be necessary, including the development of housing for workers and volunteers in areas that are not currently zoned for such housing. Land use regulations implement OCP policies, e.g., pre-zoning land to support a specific type of housing (e.g., rental) or to increase density. Both OCP policy and subsequent land use bylaw (LUB) zoning changes must be in accordance with the Islands Trust Policy Statement. These policies can all work together to create housing solutions especially when reviewed on a regular basis.

### E) Streamline and Support Processes for Non Profit-Led Rezoning Applications

Because of the limited scale of development, providing multi-family affordable housing is generally the purview of not-for-profit community organizations with government support, rather than the private sector. These organizations have identified challenges with moving through the pre-development phase. A number of recent housing studies have identified steps the Islands Trust can take to support an increase in multi-family affordable housing zoning, including a need to streamline and support the processes for non-profit-led rezoning applications.

### F) Support Housing Affordability Through Housing Agreements

Housing agreements are the tool used to protect the affordability of different types of housing. The Islands Trust has several housing agreements for various multi-family developments.

## Actions Requiring Partnership and Advocacy

### G) Collaborate with Indigenous Nations

As discussed above, the Islands Trust Area is located within Coast Salish Territory, in the treaty lands and territories of 27 First Nations. The Islands Trust is committed to working towards building strong relationships and foundations for collaborative governance with Indigenous governing bodies including in the area of housing.

### H) Develop Partnerships to Improve Existing Housing and to Deliver New Housing

The unique and multi-agency governance structure of the Islands Trust requires focussed co-ordination, particularly with regional districts to support programs that are beyond regulating land use but serve the Islands Trust mandate (e.g., education, providing infrastructure, providing subsidies for housing related supports). Such coordination has been limited to date.

**I) Advocate for Policy and Process Changes That Will Address Housing Challenges on the Islands**

Housing challenges on the islands are unique and require unique solutions. There are a number of external policy and process changes that would support housing needs in the Islands Trust Area that require policy change by a number of agencies.

**J) Advocate for Funding to Support Housing Needs on the Islands**

Addressing housing need in the Islands Trust Area requires staff resources and funding. Because of the uniqueness of the Islands Trust, it can be difficult to access some of the existing funding mechanisms available to other local governments.

## Islands Trust Housing Strategic Action Plan - Action List

The Islands Trust Housing Action List table provides the full list of Housing Strategy actions under each of these objective.

**Colour Legend:** **Internal to Islands Trust** **Advocacy and Partnerships**

| | ACTION | TIMING[3,4] | COMMENTS |
|---|---|---|---|
| **Objective A) Identify and Communicate Housing Need and Activities** | | | |
| 1 | Updates to Housing Profiles for all LTCs when new data available from:<br>-Census (release Feb 2026, 2030, etc.)<br>-Housing Needs Reports (every 5 yrs, 2024, 2029, etc.) | Q3 of 24/25<br>Ongoing | Housing Profiles for each LTC created as part of Housing Options Toolkit Part 1 and provide snapshot of housing need. |
| 2 | Updates to Housing Needs Reports every 5 years (2024, 2029 etc) | Q1 of 24/25<br>Ongoing | Required, business case supported by RPC and advanced to Financial Planning Committee. Next update needs to include data about housing impacts on businesses and community services. Needs assessments were undertaken for the Northern and Southern Islands in 2018, and for Salt Spring and Bowen Island in 2020. All of these have used 2016 census data. |
| 3 | Improve the Housing Affordability webpage to facilitate easy access to the housing toolkit tools and LTC project work and support awareness of housing affordability advocacy | Q3 of 23/24 | Funding has been identified for 2023/2024 |
| 4 | Communicate to property owners what housing actions (e.g., secondary suites etc.) can be taken under existing bylaws and constraints that are beyond an LTC's authority to address, e.g. Building Code | Q4 of 23/24 | Funding has been identified for 2023/2024 |
| **Objective B) Develop Trust-Wide Consistency in Housing Policy and Project Processes** | | | |
| 5 | Islands Trust Policy Statement amendments to provide affordable housing vision | Q3 of 26/27 | As part of the Policy Statement amendment project, which is underway, anticipated to be completed in late 2026. |
| 6 | Trust Council to prioritize funding business cases resulting in meeting Housing Strategic Action Plan goals especially those that result in effective and/or | Q4 of 24/25<br>On-going | Funding needs to be prioritized by Trust Council and RPC and LTCs have to initiate business cases or |

[3] If "ongoing" is indicated then this is action that is intended to be repeated at the appropriate time interval. If a date is identified that is the planned for end date of the first action.

[4] Note: Q1 =Apr-Jun; Q2=July-Sept; Q3=Oct-Dec; Q4=Mar-May

| ACTION | | TIMING[3,4] | COMMENTS |
|---|---|---|---|
| | innovate bylaws increasing housing options (OCP and LUBs) and updates to older zoning provisions | | minor projects. It may be helpful to set goals for % of funding requests approved. |
| 7 | Draft consistent definitions of affordable housing and other housing-related terms. | Q4 of 23/24<br>On-going | Once drafted, LTCs need to prioritize updating definitions |
| 8 | Create Housing Toolkit for Planners and LTCs to include recommended process for LTC housing projects and list of land use planning options to address housing need | Completed | Part 1 of Housing Options Toolkit work completed, additional new actions to create "Part 2" Tools 11-16 included as part of this table |
| 9 | Create a model engagement framework for LTCs that will educate and effectively engage communities in affordable housing discussions | Q3 of 24/25 | On-going. RPC priority. |
| **Objective C) Identify Suitable Land for Additional Housing and Density Using Best Available Environmental And Social Impact Data** | | | |
| 10 | Undertake suitable land (for development) analysis using existing evidence-based mapping data | Q4 24/25<br>On-going | Suitable land analysis initiative on-going. Will be prioritized for LTCs with approved projects.<br>Current data available: saltwater intrusion; aquifer contamination potential; groundwater aquifer vulnerability; groundwater availability assessments (southern islands only); sensitive ecosystems |
| 11 | Incorporate new data on social and economic implications of housing location into suitable land analysis | Q4 23/24<br>Q4 24/25 | Apply for and secure funding<br>Pilot approach |
| 12 | Undertake work with First Nations to identify and incorporate indigenous interests into suitable land analysis | Q4 23/24<br>Q4 24/25 | Apply for and secure funding<br>Pilot approach |
| **Objective D) Support Local Trust Committee Land-Use Policy Review and Update** | | | |
| 13 | Encourage (through communications from staff) LTCs to update OCPs to facilitate the development of housing to address housing needs, could include development of policies that will encourage and facilitate land donation to regional districts or non-profits | Q2 24/25<br>On-going | Part 1 of Housing Options Toolkit work completed to support this work. Several LTCs are undertaking Housing Projects, however up to LTCs to prioritize |
| 14 | Encourage LTCs (through communications from staff) to create opportunities through zoning for housing forms that address housing needs | Q2 24/25<br>On-going | Part 1 of Housing Options Toolkit work completed to support this work. Several LTCs are undertaking Housing Projects, however up to LTCs to prioritize |
| **Objective E) Streamline and Support Processes for Non Profit-Led Rezoning Applications** | | | |
| 15 | Develop communications materials on pre-development steps and costs for community organizations and affordable housing application process (Tools 11, 12) | Q4 24/25 | Part 2 of Housing Options Toolkit action. Identified by several Island Housing groups as a priority. |

| ACTION | | TIMING[3,4] | COMMENTS |
|---|---|---|---|
| 16 | Resource a technical services fund (available to LTCs) to commission professional reports for site-specific affordable housing projects or a granting function to support pre-development costs for affordable housing where a non-profit has made an application | Q4 25/26 | A potential future business case, however applications are inconsistent in terms of timing. |
| 17 | Convene pre-development meetings to assess feasibility for all proposed multi-family re-zoning applications | Completed | This guidance has been incorporated into the Housing Options Toolkit Part 1. This should be a practice for any significant application |
| 18 | Terms of Reference and Water Management Plan Template including proof of water guidance (Tools 14-16) | Q4 24/25 | Part 2 of Toolkit action. Identified by several Island Housing groups as a priority. |
| **Objective F) Housing Affordability Through Housing Agreements and Land Acquisition** | | | |
| 19 | Adopt revised Housing Agreement template for multi-family developments | Q4 25/26 | Part 2 of Toolkit action (Tool 13). Identified by several Island Housing groups as a second-tier priority. |
| 20 | Co-ordinate with Regional Districts (RDs) to develop a simple program to administer housing agreements | Q4 25/26 | RDs would need to have a funded service. |
| 21 | Trust Council to identify if there are specific circumstances where they want to hold land for housing in a manner consistent with its mandate | Q1 24/25 | Trust Council and RDs can hold land. Legislative amendment may be required. |
| **Objective G) Collaborate with Indigenous Nations** | | | |
| 22 | Work with Indigenous Nations to address their interests | Q4 23/24<br>Ongoing | Begin conversations in Q4 of 23/24 |
| **Objective H) Develop Partnerships to Improve Existing and Deliver New Housing** | | | |
| 23 | Establish regional interagency cooperation such as round tables to coordinate servicing and zoning requirements, and remove funding and legislative barriers, in support of the development of affordable housing | Q3 24/25<br><br>Q2 25/26 | First roundtable proposed to be staff focused with IT staff, RD staff and NGOs, and some housing leaders<br>Second roundtable proposed to build off work of first roundtable and be for elected officials . |
| 24 | Work with Regional Districts to facilitate the development and implementation of affordable housing strategies for the islands | Q4 23/24<br>Ongoing | First step would be to reach out to regional districts to understand their planning workplan and timelines. CRD has a southern gulf island strategy |
| **Objective I) Advocate for Policy Changes That Will Address Housing Challenges On the Islands** | | | |
| 25 | Advocate to Island Health to develop support and guidance for unplumbed sewage disposal such as composting toilets and alternative water solutions such as graywater recycling and rainwater catchment | Q3 24/25 | In accordance with Islands Trust advocacy policies. May extend beyond Island Health if provincial regulations are the obstacle. |

| ACTION | | TIMING[3,4] | COMMENTS |
|---|---|---|---|
| 26 | Advocate to Province for changes at the Provincial and regional level to support tiny homes on wheels | Q1 24/25 | In accordance with Islands Trust advocacy policies. Advocacy for changes to BCBC is on-going from many jurisdictions. |
| 27 | Advocate to Province to enable improvement districts to access infrastructure grants | Q3 23/24 | In accordance with Islands Trust advocacy policies. Advocacy initiative with RDs. Staff level also. |
| **Objective J) Advocate for Funding to Support Housing Needs on the Islands** | | | |
| 28 | Advocate for the provincial government to fund growth-limits assessment like groundwater availability studies to support "preserve and protect" mandate. | Q4 24/25 | In accordance with Islands Trust advocacy policies, potential actions include letter writing, UBCM resolutions. |
| 29 | Advocate for BC Housing and CMHC to incorporate a low density, rural framework within capital funding programs | Q2 24/25 | In accordance with Islands Trust advocacy policies, potential actions include letter writing, UBCM resolutions. |
| 30 | Advocate for ongoing provincial funding to help address housing need in the Islands Trust (e.g. staff capacity, funding to build housing and supports like septic and water catchment systems, housing authority (explore use of Municipal and Regional District Tax from vacation rentals) | Q4 24/25 | In accordance with Islands Trust advocacy policies, potential actions include letter writing, UBCM resolutions. |
| **General** | | | |
| 31 | Monitor regulatory changes on a regular basis and make updates to this plan as necessary | Q4 23/24 Ongoing | Review of provincial regulations as released in spring 2024. |

# REQUEST FOR DECISION

| | | | |
|---|---|---|---|
| **To:** | Executive Committee | **For the Meeting of:** | November 22, 2017 |
| **From:** | Narissa Chadwick, Islands Planner | **Date Prepared:** | November 16, 2023 |
| **SUBJECT:** | Complete Communities Grant | | |

**RECOMMENDATIONS:**

1. **That the Executive Committee of the Islands Trust request staff to apply for the UBCM Complete Communities Grant to advance data gathering and mapping work supporting OCP reviews and Housing Projects.**

**DIRECTORS COMMENTS:** The Islands Trust Council has assigned mapping groundwater resources and developing water balances in the Trust Area to the Regional Planning Committee as a top priority. The grant funder, the Union of British Columbia Municipalities (UBCM), has indicated potential support for a grant application that takes a regional approach in the Trust Area to advance this strategy. The limited funding opportunity is proposed to be prioritized to local trust areas without water balance assessments and those currently, or about to begin, Official Community Plan amendments.

## 1 PURPOSE:

The purpose of this request for decision is to recommend that the Executive Committee (EC) support a Trust Wide application for funding under the Complete Communities Grant program through the Union of British Columbia Municipalities (UBCM). EC support is required in order for the Islands Trust to be eligible for the funding.

## 2 BACKGROUND:

At their November 15, 2023 meeting the RPC passed the following resolution:

***RPC 2023-030***
***It was MOVED and SECONDED,***
*that Regional Planning Committee request staff to apply for the UBCM Complete Communities Grant to develop water balance analyses in the Trust Area that supports equitable water access and management to meet diverse housing needs*.

***RPC 2023-031***
***It was MOVED and SECONDED,***
*that Regional Planning Committee request staff to forward a Request For Decision to Executive Committee for their support of the application.*

While the work that will be supported by the funding, should it be received, will address the RPC resolution specifically, the resolution provided to EC speaks very specifically to the nature of the funding. As it will be included in the application package this approach to the wording of the resolution is encouraged by staff.

The UBCM Complete Communities grant program was launched earlier this year. There were two funding rounds announced. Each local government is eligible to apply for both funding opportunities.

During the first funding call the Islands Trust applied for $150,000 for Salt Spring Island and was successful. The Islands Trust is eligible for an additional $150,000. The funding program supports data gathering to inform development in communities.

Given the funding focus supports data gathering and analysis, staff have identified the best use of this funding to be supporting water balance assessments. These assessments add an important element to the suitable land analysis mapping that will help inform Official Community Plan reviews, housing projects, water sustainability projects and other major local trust committee (LTC) projects.

A water balance assessment consists of a calculation that accounts for all significant inputs (eg. rainfall, groundwater recharge) and outputs (eg. water use and run off) from the surface and groundwater, and the interaction of the two. It is a key factor in determining carrying capacity of islands in general, and more specifically the water regions of an island.

Understanding water balance will help to determine where increased residential density could be best serviced with groundwater and where supplementary water supply would be required. Water balance assessment also considers the impacts of climate change on the vulnerability of the water source.

If successful, the $150,000 in funding will complement any other allocations of funding Trust Council allocates toward water balance assessments across the trust area in fiscal 2024/25. This work is supported by the Islands Trust's Strategic Plan and the Islands Trust Freshwater Sustainability Strategy and will utilize the recent data gathered on aquifer conceptualization and groundwater recharge. It is estimated that completing assessments for the whole of the Islands Trust Area would cost in excess of $500,000 due to the interdisciplinary and inter-jurisdictional nature of creating such assessments. They will require on-island coordination with First Nations, regional districts, and the province.

In absence of the full amount of resources, staff recommend that the LTCs to be prioritized be those that have existing OCP reviews and housing projects and those without previous water balance analysis (Gabriola, Denman, Hornby, Salt Spring). Through completing the first few water balance assessments a methodology will be developed that can be applied to all islands. It is likely that with $150,000 only three LTCs will be able to have complete water balance assessments within the next year. Gabriola's assessment will be covered if their project budget for the next phase of their OCP review is supported by Trust Council.

Water balance assessments will fill an existing information and data gap and assist communities in making informed decisions. Any other use of potential complete communities funds would require additional time to develop an appropriate project. Years of time have been already spent on the development of a Freshwater Sustainability Strategy, gathering of the background data (eg. groundwater recharge) and the creating of a methodology for suitable land analysis.

## 3 IMPLICATIONS OF RECOMMENDATION

If the Islands Trust is successful in receiving funding it will complement the funds Islands Trust allocates to water balance assessments and advancing the suitable land analysis for a larger number of local trust areas. This will help inform existing and future long range land use projects.

As the suitable land analysis is a tangible output, the use of which will be immediately demonstrated and may attract more funding in the future.

**ORGANIZATIONAL:**
This grant will have trust wide implications as the LTCs that will benefit directly will be pilots for a methodology that can be applied to other Local Trust Areas.

**FINANCIAL:**
This grant will help supplement any funding allocated by Trust Council for water balance assessments during the 2024/25 fiscal year.

**POLICY:**
Focusing this funding proposal on water balance assessments will contribute to data to help support the Islands Trust Policy statement directive policies related to not increasing the density or intensity of land use if there is seen to be a problem with the quantity or quality of the supply of freshwater. This data will also support the Islands Trust strategic objectives focused on freshwater management and support the Freshwater Sustainability Strategy priority of continued implementation of the groundwater science program which includes groundwater availability assessments.

**IMPLEMENTATION/COMMUNICATIONS:**
The data collected will inform OCP and LUB reviews as well as housing and freshwater sustainability projects.

**FIRST NATIONS:**
Having completed water balance assessments will provide the opportunity to discuss water reserves for First Nations contemplating return to the islands.

**4 RELEVANT POLICY(S):**

- Policy 2.3.1 - Council Committee System And Terms Of Reference
- Policy 6.5.4 – Grants and Donations Administration

**5 ATTACHMENT(S):** None.

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**RESPONSE OPTIONS**

**Recommendation:**

Support the application to the Complete Communities grant program.

**Alternative:**

1. Do not support the application.
2. Support the application at a reduced amount.

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**Prepared By:** Narissa Chadwick (RPP), Island Planner (November 16, 2024)

**Reviewed By/Date:** Robert Kojima, Regional Planning Manager

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | **Trust Council** | **For the Meeting of:** | December 5, 2023 |
| **From:** | **Stefan Cermak, Director, Planning Services** | **Date Prepared:** | November 15, 2023 |
| **SUBJECT:** | **Housing Statute Changes to British Columbia Legislation** | | |

**PURPOSE:** To provide Trust Council with an update on recent and upcoming legislative changes regarding provision of housing in British Columbia, and how the legislation may affect the Islands Trust Area and local trust committees.

**BACKGROUND:**
The British Columbia Government has so far enacted, or is in the process of enacting, five pieces of legislation to increase housing supply throughout BC. They are:

1. ***Speculation and Vacancy Tax Act*** – came into force in on November 27, 2018. The Speculation and Vacancy Tax Regulation was last amended April 3, 2023.
2. ***The Short Term Rental Accommodation Act (Bill 35)*** – received Royal Assent on October 26, 2023 and will be brought into force by Ministerial regulations expected in December 2023.
3. **The Housing Statutes (Residential Development) Amendment Act (Bill 44)** - received First Reading on November 6, 2023, and is expected to receive Royal Assent before the end of 2023. This Act will also be brought into force by Ministerial regulations, which are expected in early 2024.
4. **Housing Statutes (Development Financing) Amendment Act (Bill 46)** – received First Reading on November 7, 2023, and is expected to receive Royal Assent before the end of 2023.
5. **Housing Statutes (Transit Oriented Areas) Amendment Act (Bill 47)** received First reading on November 8, 2023 and is expected to receive Royal Assent before the end of 2023.

***Speculation and Vacancy Tax Act***

The *Speculation and Vacancy Tax Act* requires owners in prescribed areas to declare their primary home, and with certain exceptions, would be taxed on homes that they do not occupy as a primary residence. The Act applies to areas specified in the Act (municipalities in the Capital Regional District and Metro Vancouver, as well as seven other municipalities (Abbotsford, Chilliwack, Kelowna, Nanaimo, West Kelowna, Lantzville and Mission)). The Act also includes one unincorporated area, the University Endowment Lands. In April 2023, the list was expanded by Ministerial regulation to include six more municipalities (Duncan, North Cowichan, Squamish, Ladysmith, Lake Cowichan and Lions Bay).

Islands Trust Area and the rest of the Province is excluded from the *Speculation and Vacancy Tax Act* requirements. The Act allows the Minister, by regulation, to add areas to the list of areas to which the *Speculation and Vacancy Tax Act* applies.

***The Short-Term Rental Accommodation Act.***

The attached Speaking Notes" provides an overview of the Act and how it applies in the Islands Trust Area. Staff understands that the regulations that bring the Act into force will include the ability for any municipality, regional district electoral area or local trust committee area, that are currently not included in the principal residence requirement for a short-term vacation rental, to opt-in. The regulation should address whether opting-out (once in) is something that could be considered, and if so, what the mechanism would be. Staff will know more about this once the regulations are released in December 2023.

The Act requires that platforms that advertise short-term rental accommodations to be registered with the Province. This may help with bylaw enforcement if the Province shares that information with local governments (the Act authorizes disclosure of personal information collected by the province under the authority of the legislation to be disclosed to local governments to support bylaw enforcement).

The Act also allows regional districts to issue business licenses for short-term rental accommodations, and where a business license scheme is in place, that a business license be required for advertising on platforms. The option for business licenses is not open to local trust committees, only regional districts.

The Act also removes legal non-conforming protection for short-term rental accommodation uses.

**Action** for the Islands Trust is for each local trust committee to consider whether or not it wants to opt-in. Opting-in would mean the Provincial restriction on short-term rental accommodations will over-ride any schemes that the local trust committee has enacted (where there is a collision between them).

**The Housing Statutes (Residential Development) Amendment Act**

The attached Speaking Notes" provides an overview of the Act and how it applies in the Islands Trust Area.

*Residential Density Requirements*

The Islands Trust Area is excluded by an amendment to the *Islands Trust Act* from the provincially mandated minimum density requirements. Ministerial regulation will establish to which municipalities the minimum density requirements will apply (staff understands that this will be all municipalities over 5,000 population).

The Act also allows the Minister by regulation to add an electoral area to the list on request of a regional district board. It is important to note that local trust committee areas could never be included in the density requirement without an amendment to the *Islands Trust Act*. However, Bowen Island Municipality could be included by Ministerial regulation either by virtue of its population (if the population goes over 5,000 Bowen may be automatically included), or on request of Bowen Island Municipal Council. The Act excludes land that is not on a municipal water or sewer system, is protected or are lots over a certain size.

There is no action required on this for local trust committees.

*Housing Needs Reports Amendments*

Housing Needs Reports now must include housing needs for 20 years (previously it was 5 years), and the first report is due by December 2028. Transitional provisions in the Act require that an interim report be received before a date to be prescribed by Ministerial regulation, or existing reports be updated by the

prescribed date to reflect the new 20 year horizon and a few other changes to housing needs content requirements.

These reports must then be published as soon as possible to the Islands Trust website, and the requirement to consider them in official community plans is continued. It appears that the mandatory requirement to adopt an official community plan and land use bylaw to reflect the housing needs report does not apply to local trust committees (this appears to apply only to municipal councils). This is a point that needs clarification with Ministry staff.

**Action** for Islands Trust is to ensure resources and funding is in place to update existing housing needs reports to meet the new requirements so they qualify as transitional, and then plan budget and resources to commission updates to the housing needs reports starting in 2028 and then every five years after that. While it is not mandatory for local trust committees, there should also be a program to ensure that all 20 official community plans are kept up to date reflecting the housing needs reports findings.

*Public Hearing Changes*

The Act now prohibits public hearings being held for land use bylaw amendments that are consistent with the official community plan and exclusively, or at least 50 per cent, residential. The intent is to allow public comment at the policy level (amendments to official community plans still require public hearings) and to streamline the approval process. There is nothing in the legislation that would prohibit less formal discussions between the local trust committees and Bowen Municipal Council and the community, such as open houses, surveys and community information meetings.

**Action** for Islands Trust is a change in process for local trust committees when considering land use bylaw amendments that are consistent with the Official Community Plan for residential rezonings, or land use bylaw amendments that contains at least a 50 per cent component of residential. Note that if there is a Official Community Plan amendment as part of the land use bylaw amendment, then a public hearing is required for the amendment to the Official Community Plan.

**Housing Statutes (Development Financing) Amendment Act**

*Amenity Cost Charges*

The Act adds a new section to the *Local Government Act* regulating how local governments develop and levy amenity cost charges (ACC), and makes changes to development cost charges and development cost levies (in the Vancouver Charter). The new system provides a framework and regulation on what may be considered as an amenity, who may be required to pay them and who may be exempted, the process to develop an amenity cost charges bylaw, and a reporting requirement. Amenity cost charges are charged at time of subdivision or issuance of a building permit.

Local trust committees are excluded by an amendment to the *Islands Trust Act* from the new ability of local government to levy amenity cost charges. Local trust committees are already exempt from the ability to levy development cost charges. The reason for the exemption is that both of these tools are intended to fund infrastructure improvements related to development, and local trust committee are not responsible for infrastructure.

The new legislation appears to apply to regional districts, and regional districts could, by bylaw, determine to collect amenity cost charges for new construction in the Islands Trust Area.

**Housing Statutes (Transit Oriented Areas) Amendment Act**

The Act adds a new section to the *Local Government Act* establishing minimum density and height requirements around prescribed transit stations and major bus stops. Regulations will establish which transit stops are included (likely in larger cities) and establish the distance around the stop and the minimum height requirements.

While local trust committees are excluded by an amendment to the *Islands Trust Act,* this is included here to complete the currently known legislative updates to the local government planning legislation.

**ATTACHMENT(S):**

Speaking Notes – Bill 35 (Short-term Vacation Accommodation) and Bill 44 (Housing Statutes).

**FOLLOW-UP:**

As requested by the Regional Planning Committee.

As this is new information, staff will update as more information on regulations becomes available. This should be forwarded to Trust Council and all trustees for information and to assist with answering public questions.

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

**Reviewed By/Date:** Robert Kojima, Regional Planning Manager
Stefan Cermak, Director, Planning Services/ November 8, 2023

# Backgrounder/Speaking Notes

**Bill 44 -** Housing Statutes (Residential Development) Amendment Act, 2023 (First Reading version)

**Bill 35** - 2023 Short-Term Rental Accommodations Act (Royal Assent)

**November 9, 2023**

**Bill 44 Housing Statutes (Residential Development) Amendment Act, 2023**

- The first reading of Bill 44 – 2023 Housing Statutes (Residential Development) Amendment Act, 2023 was on November 1.
- In this Act, "housing unit" means a self-contained dwelling unit
- "local government" includes a local trust committee as defined in section 1 of the *Islands Trust Act*

**Minimum Density Requirements**

The new provincially mandated minimum residential density requirements added to the planning section (Part 14) of the Local Government Act do not apply to local trust committees by a consequential amendment to the Islands Trust Act. Staff understanding is that this section will also not apply to municipalities under a certain population. The BC Government news release suggests most municipalities with a population under 5,000 people will be exempt; however this will be implemented by regulation. Likely this section will not apply to Bowen Island Municipality based on population. And if it does, would only apply where lots are connected to municipal water and sewage and the legislation excludes specified protected lots or large lots. Staff will need to wait for the regulation to know for sure.

**Housing Needs Reports**

Changes to the Housing Needs Reports requirements apply to local trust committees and Bowen Island Municipality as follows:

- Housing needs report must be received by December 31, 2028, and then by December 31st every five years after that. A transitional provisionin the legislation requires that existing housing needs reports are updated to reflect the new requirements by a prescribed date – that date will be in the forthcoming regulations and will likely be by the end of 2024 or early 2025.
- Housing needs reports must consider five-year and 20-year timelines for expected housing requirements (previously only five years required).
- When developing or amending an Official Community Plan (OCP), the governing body must consider the most recent housing needs report and the OCP must include statements and map designations. The housing needs report should including approximate location, amount, type, and density of residential development that is required to meet anticipated housing needs over a period of 20 years.
- An OCP must now include provisions for 20 years of housing as determined in the housing needs report
- OCPs must be updated within a time period to be prescribed by regulation following receipt of an updated housing report (which will be required once every five years).
- The minimum requirements for housing must be permitted outright in the OCP, not conditional (i.e. cannot require conditions (such as provision of amenities) for the housing to be provided).

**Public Hearing for Housing Rezonings**

The following changes to the public hearing requirements for housing rezoning apply to local trust committees and Bowen Island Municipality:

- Public hearings on proposed zoning bylaws must **not** be held if:
  - an official community plan is in place for that area
  - the bylaw is consistent with the official community plan
  - the purpose of the bylaw is to permit a residential development
  - the residential component of the development accounts for at least half of the floor area of all proposed structures in the development

- Note that notice must be given if a public hearing is not held.

**Official Community Plan Adoption**

Previously, the decision to adopt an official community plan was discretionary. **Now it is mandatory.** This appears to not apply to the Islands Trust as it states municipal council and a prescribed class of regional districts. This needs to be clarified with Ministry staff but will be obvious once the regulation has been released.

- All municipal councils, board of a regional district, or a board in a prescribed class of regional districts must adopt one or more OCPs.

**Bill 35: 2023 Short-Term Rental Accommodations Act**

- **Royal Ascent October 26, 2023–** will be brought into force by regulation, which is expected in December 2023.

**Registration of Short Term Rental Platforms**

- Requires that all platforms advertising short-term rentals must be registered with the Province

**Restrictions on Homes that can be used for Short Term Rentals**

- For those lands not exempted, legislation requires that the short term rental occurs in the host's residence, or in not more than one accessory dwelling unit.
- Local trust committees are exempted; municipalities under a certain size will be exempted, unless adjacent to a major municipality that is not exempted. Staff not sure if Bowen Municipality will be included or exempted given its proximity to Metro Vancouver.
- Provincial staff have advised that local trust committees will be able to opt-in so that the residence restriction applies. How this happens will be determined by regulation; however, it is likely a resolution of the local trust committee requesting to be removed from the exempted list. The regulation will also indicate how a local trust committees that choses to opt-in can opt-out in the future.

**No Legal Non-Conforming Status**

- The legislation removes legal non-conforming status for short-term rentals. This means that if there are any short-term rentals operating and the bylaws change to prohibit them, those short-term rentals cannot continue to operate. Non-conforming use protection will continue to exist for other land uses.

**Business Licenses**

- The legislation now allows regional districts to require business licenses for short term rentals. This option is not available to local trust committees.

**Focus of the Legislation**

- The legislation focuses on three key areas:
    - Increasing fines for Municipal Ticket Information (MTI), and strengthening tools for local governments. This is not applicable in all local trust areas, since only three LTCs have MTI bylaws (though those that don't can adopt an MTI bylaw). Bylaw Enforcement Notification ticketing can continue to be used to enforce.
    - Returning more short-term rentals to long-term homes
    - Establishing provincial rules and enforcement
- This proposed legislation will not apply to:
    - Hotels and motels
    - Additional types of properties, for example, timeshares and fishing lodges
    - Communities on First Nations reserve land
    - Modern Treaty Nations will also be exempt but will be able to opt into the legislation, if desired
    - Resort municipalities and mountain resort areas
    - Regional district electoral areas
    - Municipalities of less than 10,000 population, unless adjacent to a larger municipality that is under the regulation (but not an electoral area close to one)

**Islands Trust Background:**

- Islands Trust is a special-purpose government mandated to preserve and protect over 450 Islands and surrounding waters in the Salish Sea in cooperation with other levels of government
    - Poorly managed growth could threaten the preservation and protection of the Trust Area
- The Islands Trust Council has declared that a housing equity and workforce shortage crisis exists on many of the islands within the Islands Trust Area
    - Strengthening housing affordability is an Islands Trust Council priority
    - Lack of available workforce housing impacts the viability of island businesses, the ability to deliver services, and other aspects of community life such as volunteerism
- Short Term Vacation Rentals (STVR) have been a long standing concern for Islands Trust
    - In 2012, the Salt Spring Island Local Trust Committee was unsuccessful at seeking an injunction via the Supreme Court of British Columbia to restrain a company from using or offering residentially-zoned properties for commercial guest accommodation rather than on individual property owners
- It is recognized that STVRs likely have a positive economic impact on the islands
- While some STVRs are operated legally and responsibly, many are completely unlawful

- The funds generated through the rental of STVRs are also, in many cases, vital to the financial well-being and solvency of the property owner
- Primary concerns with STVRs are around impacts on availability of long-term rental housing, as well as the effect on limited groundwater resources
- Other negative impacts which are frequently mentioned are:
    - Increased noise, traffic and parking concerns
    - Increased fire risk
    - Increased consumption of disposable goods, production of solid waste, and sewage
    - Impacts to community character and cohesiveness
    - Lack of a fair playing field between legal and non-legal STVR operators, as well as regular commercial accommodation such as hotels and motels

**Existing Islands Trust Regulations**

- Local trust committees have taken a variety of approaches consistent with its each island's individual culture, history, and intensity of tourist use
- The main tools available to LTAs under the *Islands Trust Act* are modifications to the official community plans (OCP) and associated land use bylaws (LUB) to include STVR-specific provisions
    - Within the LUBs, this generally takes the form of home occupation regulations or zoning that specifically permits STVR use, and places limits upon their operations.
- The OCP allows Temporary Use Permits to be issued for limited periods of time, and several islands have created specific guidelines
    - Bowen Island Municipality issues business licenses to operate a Residential Guest Accommodation, as it is incorporated as an island municipality and has more powers than local trust areas
    - There is interest from some islands in advocating to regional districts to institute business licenses for STVRs

**Current Islands Trust Enforcement**

- Since the 2012 Islands Trust loss in the Supreme Court of BC of a case that would have restrained a rental agent from using or facilitating the use of residential homes for STVRs on Salt Spring Island, Islands Trust has continuously found that accommodation platforms are not cooperative or assistive to bylaw enforcement efforts. In the 2012 case the judge found that the activities of the rental agent did not, on their own, constitute a breach of the land use bylaw.
- Currently, 204 open bylaw enforcement files, with the majority on Salt Spring Island
- There may be 500+ advertisements at any given time for all local trust areas, which must be continually vetted to ensure compliance
- Bylaw staff regularly review and update a database for the known operators
    - Co-op planning students have, at times, reviewed the listings
        - Since 2005, 532 STVR enforcement files have been closed

        - During the peak summer season, the majority of bylaw staff resources are for STVRs
- Seven local trust areas have directed proactive bylaw enforcement on STVRs because of concerns about diminishing housing supply
- Bylaw notices (tickets) are issued when contraventions are confirmed. There is a mixed response to ticketing:
    - Some are disputed and there is a good response to negotiating compliance agreements to ensure a cease of unlawful operations
    - For those that have proceeded to adjudication, 90 percent of the tickets are upheld by an adjudicator
    - However, with a $500.00 limit on bylaw notices penalties, the upscale operations charging $500-700 per night can treat the penalties as the cost of doing business and makes court action, the next step in enforcement, an expensive choice.
- Enforcement staff note that the clear bylaw language in the Gabriola Island Land Use Bylaw has resulted in less complications and conflicts than have occurred in other local trust areas.
    - The Gabriola Island Land Use Bylaw also explicitly states that you cannot operate without that permit:
        - *B.6.3 Commercial Vacation Rentals*

        *B.6.3.1 All dwelling units, including secondary suites, are for residential use and any use for overnight accommodation on less than a monthly basis for monetary gain is prohibited except where a temporary use permit has been issued by the Local Trust Committee*
- There is currently a trend towards “glamping” operations on larger lots in an effort to maximize the number of rentals:
    - These operations are considered non-permitted campgrounds and it appears to be the next trend for STVRs, as it offers a lower cost for guests
    - These non-permitted campgrounds create a unique challenge because of the risks of improper sewage disposal for a large number of customers, and the threat to neighboring wells

**Provincial Statistics**

- In British Columbia in June 2023, there was an average of 28,510 short-term rental listings active each day (a year-over-year increase of 17.8%)*
- While the province’s STVR market is dominated by commercial operators*, this may not be the case for the Islands Trust Area
- The top 10% of hosts earned 48.8% of revenue*
- Listings operated by hosts with multiple listings were 48.4% of active listings and 51.7% of total host revenue in June 2023*
- In June 2023, 16,810 housing units were taken off BC’s long-term and shifting to the STVR market*

**Data from The Housing Impacts of Short-Terms Rentals in British Columbia’s Regions. A report prepared by researchers from the Urban Politics and Governance research group, School of Urban Planning, McGill University*

# REQUEST FOR DECISION

| | | | |
|---|---|---|---|
| **To:** | Trust Council | **For the Meeting of:** | December 5, 2023 |
| **From:** | Staff | **Date Prepared:** | November 22, 2023 |
| **SUBJECT:** | **Environment and Climate Change Canada (ECCC) funding for a Biologist to Support Planning Services** | | |

**RECOMMENDATION: That the Islands Trust Council request staff to apply for funding from Environment and Climate Change Canada's Priority Places funding program for 2024/25 and 2025/26 to fund a temporary biologist position within Planning Services.**

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:** It has long been discussed that Planning Services could benefit from an in-house staff biologist. This temporary position would offer an opportunity to review and update practices, processes, documentation and bylaw wording.

1 **PURPOSE:** To seek Trust Council approval to submit an expression of interest to ECCC for its Priority Places funding program for 2024/25 and 2025/26 to fund a temporary staff biologist position to support planning services in the Islands Trust Area.

**2 BACKGROUND:**

Environment and Climate Change Canada's Priority Places funding program supports a broader Pan-Canadian Approach to Transforming Species at Risk Conservation in Canada program. It focuses efforts to 11 specific priority places across Canada with high biodiversity and concentrations of species at risk. It brings together partners to achieve sustainable protection and recovery of species at risk and improves collaboration and coordination.

Through Islands Trust Conservancy work with ECCC, Trust staff have become aware that could be possible to fund a temporary biologist position within Islands Trust Planning Services through ECCC contribution (grant) funding with Trust Council. The Islands Trust matching funding would be provided in-kind.

Biologists support science-based decision-making through their professional advice. ECCC staff has suggested that Islands Trust Council could apply for funding to review and update planning and land use processes and documentation. ECCC regularly directs funds through its Priority Places funding program to support areas with high biodiversity value.

Planning Services has long recognized the potential benefits of a biologist to support planning services, at one time there was a technical fund allocated for hiring contractors for specific purposes. A biologist could provide professional advice and review and update resources as follows:

- reviewing and creating standards and criteria for professional reports submitted for development applications
- reviewing and updating application related documents, checklists and public information
- reviewing and providing advice on staff report templates

- developing documentation and training for planning staff in interpreting ecosystem mapping
- advising and developing training materials and public information for bylaw enforcement staff
- providing interpretation criteria for development permit areas and exemptions
- developing procedures for planners to ensure they are recommending actions identified within federal/provincial species at risk recovery plans[1]
- preparing documentation to assist planners in interpreting ecosystem mapping layers and associated methodology
- assisting with the review, updating and acquisition of new mapping layers relating to ecosystems and species at risk
- reviewing biological descriptions in planning-related documents and on the website, e.g., bio-geoclimatic zones, numbers of species at risk, species, ecosystem types
- acting as a general information resource to planners, including developing a training program and the development of manuals and education materials;
- coordination and management of Strategic Plan projects (e.g eelgrass mapping, forest contiguity mapping, biological surveys)
- developing materials and consistent language to support Official Community Plan and Land Use Bylaw reviews;
- providing materials for other local trust committee (LTC) projects, such as updating development permit areas for sensitive ecosystems and development approval information;
- support refinement and updating of computer models that inform the integration of Islands Trust priorities into major land use decisions (e.g. overlap of heritage, water conservation and ecological protection)
- establish partnerships and work with First Nations and indigenous knowledge holders to develop methods to support more informed land use planning for species at risk and culturally significant species and ecosystems on islands in the Salish Sea

While the Islands Trust Conservancy does have one position that requires a registered biologist, that biologist's workload has grown and does not enable them to provide support to Planning Services. There are frequent requests from planners to Conservancy staff for assistance and advice related to biological information and assistance with the proper interpretation and use of mapping layers, and requests about possible new layers.

It should be noted that, due to a new BC regulation that took effect in October 2023, anyone practicing applied biology, which is the expertise proposed, must be registered with the College of Applied Biology.

## 3 IMPLICATIONS OF RECOMMENDATION

**ORGANIZATIONAL:** If the funding is secured, the biologist would become a member of the planning services team, supporting all planners and reporting to the Director of Planning Services. It will add much needed capacity, improve the quality and understanding of materials, and will reduce requests to Islands Trust Conservancy staff.

**FINANCIAL:** Total annual cost to fund the position estimated at $131,000 (with assumed 3% inflation each year). ECCC may cover the entire salary and associated costs (computer, travel, training, etc). The ECCC Priority Places program requires 1:1 matching funding ($1 confirmed match of non-federal dollars for each $1 of federal funding). Matching funding may include cash and in-kind sources. The total required funding for a full time position for 1.5 years (0.5 year in

[1] https://www2.gov.bc.ca/gov/content/environment/plants-animals-ecosystems/species-ecosystems-at-risk/recovery-planning; https://www.canada.ca/en/environment-climate-change/services/species-risk-public-registry/action-plans.html

2024/25, and one full year in 2025/2026) is $200,430. Therefore, the total matching funding needed is $200,430 and is proposed to be met with in-kind contributions from existing Island Trust budgets (which include administrative support, supervisor salary, grant manager salary, aerial photo purchase, building footprint GIS layer and FTEs in support of suitable land analysis tool and mapping) all of which would support the biologist in their work to help local trust committees preserve and protect ecosystems and species at risk.

**POLICY:** None. Addition of a temporary biologist to the planning services team, if funding is secured, may support future local trust committee/Islands Trust Council policy amendment or development.

**IMPLEMENTATION/COMMUNICATIONS:** Staff would submit the attached Expression of Interest to ECCC to apply for funding and prepare additional materials as requested by ECCC (seeking Executive Committee or Trust Council approval as appropriate). Staff would prepare a job profile for Trust Council review and include the biologist salary and associated costs to the draft budgets for the 24/25 and 25/25 draft budgets.

**FIRST NATIONS:** Staff will ensure that the job profile includes an accountability related to incorporating Indigenous Knowledge and that a behavioural competency related to Indigenous relations is included. This position could act as an important bridge between Planning Services and staff in First Nations as one of the most requests to the Islands Trust from First Nations is for ecosystem mapping layers and assistance in interpreting them and understanding data/methodology limitations.

**OTHER:** N/A

**RELEVANT POLICY(S):** Islands Trust Policy Statement: Guiding Principle: *When making decisions and exercising judgment, Trust Council will place priority on preserving and protecting the integrity of the environment and amenities in the Trust Area.*

## 4 ATTACHMENT(S):

1. **Draft Island Trust Expression of Interest application to Environment and Climate Change Canada for funding**

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**RESPONSE OPTIONS**

**Recommendation: That the Islands Trust Council request staff to apply for funding from Environment and Climate Change Canada's Priority Places funding program for 2024/25 and 2025/26 to fund a temporary biologist position within Planning Services.**

**Alternative:**

That Islands Trust Council request changes to the attached draft Expression of Interest prior to submission.

That the Islands Trust Council request staff to apply for funding from Environment and Climate Change Canada's Priority Places funding program for 2024/25 and 2025/26 to fund a biologist position within Planning Services.

**Prepared By:** Mary Storzer, Senior Policy Advisor

**Reviewed By/Date:** Robert Kojima, A/Director, Planning Services, November 17, 2023
David Marlor, Director, Legislative Service, November 17, 2023
Clare Frater, Director Trust Area Services, November 17, 2023
Russ Hotsenpiller/CAO, November 17, 2023
Executive Committee, November 22, 2023

| 1. Project Summary | | | |
|---|---|---|---|
| **Applicant Organization:** | Islands Trust | | |
| **Applicant Contact:** (name, title) | Stefan Cermak | **Contact Information:** (phone & email) | 250-405-5178<br>scermak@islandstrust.bc.ca |
| **Project Title:** | Enhancing integration of biological information into land use decisions in the Islands Trust Area | | |
| **Start Date:** | April 1, 2024 | **End Date:** | March 31, 2026 |
| **Priority Place Name:** | Southwestern British Columbia | | |
| **Purpose** (<50 words): | To enable Islands Trust Council to hire a temporary staff biologist. This would enhance integration of biological information into land use decisions in the Islands Trust Area and ensure that species at risk are more adequately considered and protected during decision-making, including with regards to development applications and bylaw development/amendment. | | |
| **Target Species at Risk:** | There are currently many species and ecological communities listed as at risk in the Islands Trust Area. With more than 450 islands within the Islands Trust Area, there are a high number of rare and endangered sub-species. This diversity includes a huge number of wildflowers, tiny mosses, lichens, native bees, and bird species in Garry oak meadows, and the coastal Douglas-fir forests ecosystems, frogs, songbirds, bats, and owls. | | |
| **Other Target Species:** | As per above. | | |
| **Main Activities** (~150-200 words) | Provide professional advice and review and update resources:<br>• reviewing and creating standards and criteria for professional reports submitted for development applications<br>• reviewing and updating application related documents, checklists and public information<br>• developing documentation/ training for staff in interpreting ecosystem mapping<br>• advising and developing training materials and public information for bylaw enforcement staff<br>• providing interpretation criteria for development permit areas and exemptions<br>• developing procedures to ensure staff are recommending actions identified within species at risk recovery plans<br>• preparing documentation to assist planners in interpreting ecosystem mapping layers/associated methodology<br>• assisting with review, updating and acquisition of new mapping layers relating to ecosystems/species at risk<br>• acting as information resource to planners, including developing a training program and development of manuals and education materials;<br>• coordination and management of projects (e.g eelgrass mapping, forest contiguity mapping, biological surveys)<br>• developing materials and consistent language to support Official Community Plan and Land Use Bylaw reviews;<br>• providing materials for other planning projects, such as updating development permit areas for sensitive ecosystems and development approval information; | | |

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| | | | |
|---|---|---|---|
| | • support refinement/updating of computer models that inform the integration of values into major land use decisions<br>• establish partnerships and work with First Nations/Indigenous Knowledge Holders to develop methods to support more informed land use planning for species at risk and culturally significant species/ecosystems | | |
| **Expected Outcomes and Benefits**<br>(~150-200 words) | • More informed land use decisions that incorporate more information and modelling of ecosystem and species at risk information<br>• More engagement between Islands Trust and First Nations and Indigenous knowledge holders to develop methods to support more informed land use planning for species at risk and culturally significant species and ecosystems<br>• Increased protection for species at risk in the Islands Trust Area<br>• Increased protection of Coastal Douglas-fir and Garry Oak ecosystems.<br>• Review and advice to 13 local trust committees related to 20 Official Community Plans and associated land use bylaws (~55) in the Islands Trust Area | | |
| **Requested ECCC Contribution Amount:**<br>(per year) | 2024-25: $65,500<br>2025-26: $134,930 | **Anticipated total cost per year:**<br>(cash and in-kind, ECCC funding included) | 2024-25: $130,00<br>2025-26: $269,860 |

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Print Date: November 17, 2023

**Follow Up Action List**

# Active Projects Report

## Regional Planning Committee

| 0. *Manage Trust Council Strategic Plan Action Items* | Responsible | Dates |
|---|---|---|
| Top Priority broken out into list of relevant strategic plan actions 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). | Stefan Cermak | Rec'd: 29-Jul-2020<br>Target: 19-Dec-2022 |

| 1. *Protect quality and quantity of fresh water resources of the Trust Area* | Responsible | Dates |
|---|---|---|
| Strategic Plan item #2.4: FWSS-completed and presented to Trust Council in December 2021. A webpage devoted to implementation of the Freshwater Sustainability Strategy is being developed.<br><br>Strategic Plan item #2.5 - Map and develop water budgets for groundwater aquifers in the Trust Area. Water budgets are still required for Hornby, Denman and Gabriola, Salt Spring, Thetis, Keats, Gambier and updates for southern gulf islands. | Sonja Zupanec<br>Stefan Cermak<br>William Shulba | Rec'd: 12-Feb-2020<br>Target: 31-Mar-2025 |

| 2. *Strengthen housing affordability throughout the Islands Trust Area* | Responsible | Dates |
|---|---|---|
| Strategic Plan Item #4.4 - RPC support has updated the baseline report within a Housing Options Toolkit #1 (internal tools) and Toolkit #2 (external tools) and Housing Strategic Action Plan.<br>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; Flexible housing bylaw created for Mayne Island . Recommend no further action for this specific | Narissa Chadwick<br>Stefan Cermak | Rec'd: 12-Feb-2020<br>Target: 31-Mar-2024 |

# Active Projects Report

## Regional Planning Committee

Strategic Plan item.

| 3. *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. At present, no future work planned. | Robyn Kefi<br>Stefan Cermak | Rec'd: 12-Feb-2020 |

| 4. *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 to Wildfire DP (which could protect some CDF). At present, no future work planned. | Chris Hutton<br>Louisa Garbo<br>Stefan Cermak | Rec'd: 12-Feb-2020<br>Target: 29-Mar-2024 |

| 5. *To preserve and protect marine ecosystems* | Responsible | Dates |
|---|---|---|
| Strategic Plan item #2.2 - Map the extent of eelgrass and kelp beds throughout the Trust Area. Phase 1 of mapping received March 2023. Phase 2 mapping business case not supported by RPC due to funding concerns. RPC requested staff to develop a terms of reference if and when grant funding becomes available. | Stefan Cermak | Rec'd: 01-Feb-2020<br>Target: 31-Mar-2024 |

Islands Trust

Print Date: November 17, 2023

**Follow Up Action List**

# Future Projects Report

## Regional Planning Committee

| 1. *Shoreline Marine Planning* | Responsible | Date Received |
|---|---|---|
| Trust Council - 2015-2018 Strategic Plan Item<br>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).<br>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.<br>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)<br>2. Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling (2018-2022 Strategic Plan item 2.6 ).<br>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:<br>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.<br>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).<br>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 |
|---|---|---|

# Future Projects Report

## 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 |

| 8. *Develop healthy, resilient island communities* | Responsible | Date Received |
|---|---|---|
| Work on a suite of projects that will employ two lenses: mitigating and adapting to the effects of climate change; and managing growth by cultivating equitable, inclusive, and resilient communities and the natural environment. | | 27-Apr-2023 |

**Administrative Services Report**
Prepared on: November 12, 2023

## 1. FINANCIAL PLANNING COMMITTEE

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

- **2023/24 Second Quarter Financial Report:** We have completed the September 30, 2023 second quarter financial report which tracks actual financial performance against budget for the first six months of the fiscal year. This report showed that overall Islands Trust is spending largely as expected, at 46% of budget spent in the first half of the year.
- **2023/24 Second Quarter Forecast Report:** 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, 2024, thereby reducing the expected draw from the General Revenue Surplus fund.
- **2024/25 Draft Budget:** The first draft of the budget has been prepared by staff and reviewed by FPC and is now with Trust Council for their first review. Further refinements are expected prior to final submission of the budget to Trust Council in March 2024.

Additional work to be completed with FPC upon wrap up of the budget cycle:

- Review of Trust Council financial policies by FPC will include: Policy 6.5.1 – *Reserves and Surplus* and Policy 7.2.1 *Trustee Remuneration*.
- Continued work on the draft corporate planning process at the request of the Governance Committee.
- Investigation of options for recovering costs associated with building permit reviews.

## 2. FINANCE

In addition to day-to-day operations associated with financial functions at Islands Trust such as accounts payable, accounts receivable, and financial bookkeeping and record-keeping, the team continues to dedicate time to financial reporting, financial forecasting, cash flow and investment management, assisting staff with procurement processes, and orienting new staff to expense claim submissions, travel policies, procurement practices, and basic time tracking (for planning staff).

With the start of the budget cycle, the finance team is dedicating time to financial analysis associated with drafting amounts in the 2024/25 operating budget, a process which continues to be refined throughout the budget cycle.

Finance continues to support two specifically funded 2023/24 projects:

1. CityView Implementation: This new software system will allow for electronic payment of application fees by applicants. Finance staff have worked with IS and planning staff to select a payment processing system that will integrate with the financial reporting system. Financial staff will participate in testing the payment system before it goes live within the CityView system. This work is planned for early next calendar year.
2. Expense Claim Upgrades: This project will bring the Islands Trust expense claim system to a supported platform and will modernise the expense claim process to be fully electronic. External contractors will be completing this

work, with staff providing a needs assessment (complete), a desired workflow that supports internal processes (complete), and contributing to design features of the platform. Project planning is complete and a kick off meeting has been held with the contractors who are developing the system. They will begin their work in the new calendar year, with full platform deployment and training for both staff and trustees anticipated near the end of the fiscal year.

There were no procurement processes undertaken in the last quarter.

**3. EMPLOYEE SERVICES/HUMAN RESOURCES (HR)**

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

~ Carla Funk, Strategic Fund Development Specialist with the Islands Trust Conservancy (ITC) has retired, effective November 30, 2023. We appreciate the contributions Carla made in her three years with the ITC and wish her all the best in her retirement!

~ Mike Richards, part-time Grants Manager has accepted the role of part-time Strategic Fund Development Specialist with the Islands Trust Conservancy, effective October 23, 2023, taking over for Carla Funk. Mike will retain his position as part-time Grants Manager in addition to this part-time Strategic Fund Development role.

~ Jackie O'Neil, GIS Technician will continue in her temporary assignment as Spatial Data Analyst until May 18, 2024.

~ Jason Youmans, former Island Planner with Islands Trust accepted an auxiliary "As and When" appointment as Planner 2 for the Victoria office, effective November 14, 2023. We are happy to welcome Jason back to the Islands Trust team to alleviate some of the pressures felt by vacancies in the planning team this year.

~ Rob Kroeker joined the Southern office team in the role of Planning Services Administrative Assistant, effective October 24, 2023. Rob brings a wealth of administrative experience, which includes time worked as a Deputy Returning Officer for Elections Canada in the past three federal elections. Rob also has experience working as an Interim Executive Director at a local retirement home. He holds a Bachelor's Degree in English and Political Science from the University of Victoria.

~ Robyn Kefi, Senior Indigenous Relations Advisor, resigned effective November 10, 2023. Robyn has accepted a role with the Indigenous Management Board Secretariat working with 11 South Island First Nations. We wish Robyn all the best in her new role and hope our paths cross again.

~ Stephen Baugh, Planner 2 in the northern office accepted a seven-month temporary assignment as Island Planner. Stephen started the Island Planner role effective November 14, 2023.

~ Alexandra Trifonidis, former Administrative Assistant for the Islands Trust Conservancy has accepted a temporary appointment as Executive Coordinator, backfilling for Lori Foster. We are grateful for the joint efforts of Robert Barlow and Jas Chonk who have been backfilling the role for the past month.

We are currently in the process of hiring for several vacant, soon-to-be-vacant, and/or new positions:

- ~ LTC Meeting Administrator: We are in the final stages of this competition and hope to have an offer made to a suitable candidate soon.
- ~ Administrative and Indigenous Relations Coordinator (formerly referred to as Administrative Coordinator): The Public Service Agency is currently reviewing this new position for classification determination.
- ~ Manager, Finance and Accounting: This job posting is ready to go live with the Public Service Agency.
- ~ ITC Species at Risk Coordinator: This position is set to close November 15, 2023.
- ~ Senior Technical Analyst (aka: IS Manager): The job profile for this role is currently being reviewed and updated, with subsequent recruitment to follow.
- ~ Senior Indigenous Relations Advisor: has been posted and is set to close November 21, 2023.

Our October All Staff Meeting was held as a virtual meeting this quarter. Russ Hotsenpiller, CAO provided staff with updates on Trust Council work, staff arrivals and departures, and presented awards and recognition for the previous quarter. The agenda included updates for staff on current and upcoming corporate projects related to: Cityview software implementation; Nation Builder database implementation; Expense Claim Form upgrades; Microsoft 365 future adoption; Records and Information Management work. The Occupational Health and Safety committee shared information from ShakeOut BC related to earthquake safety in the workplace and encouraged staff to participate in the "Shake Out" earthquake drill that was held October 19, 2023. The Islands Trust Conservancy shared an update on Link Island, a property donated to the ITC last year, and the related survey of Western Screech Owls living on the property which is producing exciting findings.

**INFORMATION SERVICES (IS)**

Information Services continues to maintain base level technology services and support to staff and trustees as part of ongoing operations. Specific work completed with the help of third party technical support over the last quarter includes:

- ~ Completed upgrades of Salt Spring Island and Gabriola Island officer servers.
- ~ Upgrade WIFI Antennae in SSI and Gabriola offices.
- ~ Nearing completion of replacement of ColorBar label printing software application (unscheduled but required due to sudden retirement of legacy application). Currently in final stages of testing new "Virtual Label" printing application.

Continued focus is being directed towards the following operational initiatives:

- ~ Upgrading the Trust's SQL database to version 2022.
- ~ Ongoing virtual server operating system upgrades from Windows 2016 to 2019/2022
- ~ Enhancements of internal Trust applications, to improve reporting capability and add new features that improve user experience.
- ~ Ongoing development of internal and external web map replacements to replace the end-of-life Mapit and TAPIS Map. These replacements will provide enhanced functionality and usability for both internal and external users.

Information services staff are heavily involved in two specifically funded 2023/24 projects:

1. CityView Implementation: The CityView implementation project funded by the LG Development Application Approvals grant program is underway. Currently this project is in the review and documentation phase associated with CityView system workflows, to ensure the system setup will meet the needs of Islands Trust staff and external users. This project has an expected completion date of December 15, 2023, extended from original timelines.
2. Expense Claim Upgrades: As described in the finance section of this report.

# Active Projects Report

## Financial Planning Committee

| 1. *Budget 2024/25: Draft 2 Review & Recommendation to Trust* | Responsible | Dates |
|---|---|---|
| Review Draft 2, version 1 of the 2024/25 budget in January 2024<br>Review Draft 2, version 2 of the 2024/25 budget in February 2024<br>Prepare recommended budget for submission to Trust Council in March 2024. | Julia Mobbs | Rec'd: 06-Dec-2023<br>Target: 13-Mar-2024 |

| 2. *Corporate Planning Process* | Responsible | Dates |
|---|---|---|
| Refine and complete the draft corporate planning process for Governance Committee review and ultimate Trust Council approval. | Julia Mobbs<br>Russ Hotsenpiller | Rec'd: 31-May-2023<br>Target: 06-Dec-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 :<br>·6.3.2 Special Property Tax Requisitions (TC directed)<br>·6.5.2 Budget Control and Adjustment Authority (EC directed)<br>·7.2.1 Trustee Remuneration (FPC directed) | David Marlor<br>Julia Mobbs | Rec'd: 16-Feb-2022<br>Target: 29-May-2024 |

**REQUEST FOR DECISION**

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**To:** Trust Council **For the Meeting of:** December 6, 2023

**From:** Financial Planning Committee **Date Prepared:** October 24, 2023

**SUBJECT:** **SEPTEMBER 30, 2023 FINANCIAL REPORT**

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**RECOMMENDATION:**
That Trust Council approve the September 30, 2023 financial report.

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:**
The second quarter financial report indicates that Islands Trust is generally following the financial plan for 2023/24.

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**1 PURPOSE:**
To summarize the findings of the September 30, 2023 second quarter financial report.

**2 BACKGROUND:**
Islands Trust Policy 2.3.1 Council Committee Systems 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 six months of operations can be estimated at 50% of the annual budget.

As at September 30, 2023 Islands Trust has consumed a net 46% of the annual approved budget which is slightly below expected 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 50% expected 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 higher than the 50% benchmark due to the following:

~ Fees and sales is higher than expected by $40,000 (21%) due to increased application volumes for development permits, temporary use permits, and siting use permits. Development permit revenue is almost doubled over same time last fiscal year.

~ All general and special property tax revenue from local trust areas and from Bowen Island Municipality reports at 100% recognised, as these were received within usual timelines in the first quarter of the fiscal year.

~ The provincial unrestricted grant reports at 100% recognised due to the full value of the unrestricted operating grant received in the first quarter.

~ Investment income is higher than the expected by $76,000 (57%) due to continued high interest rates.

**Expenses by Functional Service Area**

**Council Services**

Council Services expenses include costs related to three main areas: Trust Council; Executive Committee; and Trust Area Services; plus an allocation of general administrative expenses. These expenses report at $745,000 (48% of budget), lower than expected by $36,000 (2%).

No individual line items within Council services deviate significantly from expected; however, items worthy of note include the following:

~ Trust Council spending is $23,000 (6%) above expected due primarily to higher than anticipated costs for new Chair training and related travel, and higher legal advisory costs related to topics raised by delegations to Trust Council.
~ Trust Area Services spending is $52,000 (8%) below expected due primarily to vacancies in the roles of Senior Indigenous Relations Advisor, Senior Policy Advisor, and the new Administrative Coordinator. These vacancies contribute to delays in related work including on Communications, Policy Statement Amendment Project and advancement of the Reconciliation Program. Spending on this work is expected to occur later in the fiscal year.

**Planning (LP) Services**

LP Services expenses include 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. These expenses report at $3.1M (45% of budget), lower than expected by 345,000 (5%).

Individual expense lines within LP services that deviate from expected are as follows:

- **Local Trust Committees (LTC) costs** are comprised of rent, phone, internet and office service for on-island trustee offices, the trustee portion of insurance costs, general legal costs, bylaw enforcement legal costs, legal litigation costs, statutory notices, EC travel expenses to chair LTC meetings; trustee-incurred expenses, LTC and APC meeting expenses, LTC communications, special project expenses, LTC statutory notices and the LTC portion of trustee remuneration and benefits.

  Total LTC spending to September 30, 2023 is $504,000 (62% of budget), higher than expected by $98,000 (12%), due mainly to the following:

  ~ Legal costs incurred were higher than planned due to advancement on two contempt proceedings. Of note is that Islands Trust has been awarded legal costs for these proceedings, which will see costs recovered in future quarters which will offset this expense line. High activity related to legal actions formerly placed on hold due to prior year cost constraints has also contributed to the higher than anticipated spending in this fiscal year to date, as well as the procurement of two unanticipated legal opinions for LTCs.

  ~ Travel costs for Executive Committee members to chair LTC meetings report at $15,000 (125% of budget). It is anticipated that these expenditures will be approximately $30,000 (251% of budget) by the end of the fiscal year. This is due to the unanticipated extra accommodation costs incurred by EC members to attend meetings in-person, which is a product of EC members resident location, the LTCs they chair, and related ferry restrictions, particularly for Lasqueti Island members.

- **Planning Project** costs are comprised of all LTC and Regional Planning Committee projects, including the regional freshwater management project, housing strategy, groundwater recharge mapping, work associated with the Local Government Development Approvals program, and as well as the coordination of the Salt Spring Island Watershed Protection Alliances (SSIWPA). Planning projects report a total spent of $61,000 (11% of budget), less than expected by $209,000 (39%).

This underspending is primarily a result of the following:

~ *LTC Projects* reports at $122,000 (43%) below expected, due to:
  - LTC prioritization of other projects and initiatives has resulted in no spending on Salt Spring Island's Village Area Planning project and Bylaw Review Procedure Updates project.
  - A delayed start to the Denman Island Housing Review project and the Hornby Island OCP/LUB project while the respective LTCs determine their approaches to First Nations engagement. These projects will both move ahead in the second half the year and the expectation is that the full budgets will be spent before fiscal year end.

~ *Other Planning Projects* report at $87,000 (60%) below expected, due primarily to:
  - Spending on the Salt Spring Island Water Protection Authority (SSIWPA) coordination project is below expected by $21,000 (49%). This was due to a combination of new staff taking time to get familiar with the project, and delays in reporting and LTC direction.
  - Delays in the Local Government Development Approvals Program (LGDAP) project, primarily as a result of contractor time constraints due to the contractor supporting most BC local governments who have received funding under this program. This project is expected to be completed in the current fiscal year.
  - Underspending on the Regional Freshwater Management project of$4,000 (17%) below expected due to delays in the project by the contractor.
  - Spending on the Groundwater Recharge Mapping project is $4,000 (43%) below expected due the timing of mapping software acquisition taking place later in the year.

- **Planning Staff** costs include employee salaries, benefits, training and travel costs, as well as any contracted human resources associated with planning work. Spending to September 30, 2023 reports at $1.4M (44% of budget) which is below expected by 177,000 (6%). This is due to vacancies in the following staff positions:

~ LTC Meeting Administrator – one vacancy for two quarters ($25,000)
~ Island Planner, Northern office – one vacancy for two quarters ($44,000)
~ Salt Spring Island Planning Team Assistant – one vacancy for two quarters ($17,000)
~ Island Planner, Northern office working part time for two quarters ($22,000)
~ Administrative Coordinator (portion) – one vacancy for two quarters ($10,000)
~ Senior Indigenous Relations Advisor (portion) – one vacancy for one quarter ($12,000)
~ Island Planner 1, Salt Spring Island office – one vacancy for 2.5 months ($15,000)
~ Administrative Assistant, Salt Spring Island office – one vacancy for 1.5 months ($6,000)
~ Planning Technician – one vacancy for one month ($5,000)
~ Planning Team Assistant, Southern office – one vacancy for 2 months ($9,000)

- **Bylaw Enforcement** costs include staff salaries and benefits, training, mobile devices, and travel costs. Spending to September 30, 2023 reports at $224,000 (55% of budget), which is higher than expected by $21,000 (5%). This is due primarily to increased enforcement staff travel and overtime costs.

**<u>Islands Trust Conservancy Services</u>**

Total ITC expenses include 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 lower than expected by $32,000 (2%). Individual expense lines within ITC services that deviate from expected are as follows:

~ ITC Board costs comprised of board meeting expenses, honoraria and training for board members reports at $2,500, 24% below expected. This is due primarily to meetings held electronically, and training costs not yet incurred.

~ Conservancy staff and associated costs include staff salaries and benefits, ITC contracted temporary staffing, memberships, subscriptions, mobile devices, training, and travel costs. This budget area reports at $433,000 (53% of budget), higher than expected by $23,000 (3%). This is due to increased staff travel and overtime associated with Species at Risk programming and fieldwork that takes place primarily in the warmer months of the year.

~ Property Management costs include ITC property management expenses, ITC conservation planning and land securement expenses, First Nations engagement planning, and legal costs. Property management expenses report at $49,000 (25% of budget), lower than expected by $49,000 (25%). This is due primarily to work on management plans taking place later in the year after the warmer-season fieldwork is complete, as well as slower progression on the First Nations Engagement Plan due to high staff workloads and a vacancy in the Senior Indigenous Relations Advisor staff position.

~ ITC Communications reports at $5,000, (28% of budget), lower than expected by $4,000 (22%). Work on communications will advance more readily in the remainder of the year with the now-completed fulfillment and training of the new ITC Communications staff.

~ Eco-system Mapping shows no spending to September 30, 2023. This work is expected to begin later in the year.

**General Administration**

Total general administrative expenditures include costs related to six main areas: Executive office; Administrative services; Office Operations; Information systems; Computer, Furniture and Equipment; and Amortization expense. General administration costs are allocated to the three 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 $1.1M (46% of budget), which is lower than expected by $89,000 (4%).

~ Senior Management costs include all freedom of Information and records management, staff salaries, benefits, training and travel costs. These costs report at $227,000 (47% of budget), 3% below expected primarily due to lower than expected primarily due to delay in hiring of the new Administrative Coordinator position where a portion of the budget is allocated to this area.

~ Administrative Services costs include all contracted human resources to backfill staffing shortages, staff salaries, benefits, training, and travel costs. These costs report at $249,000 (41% of budget), lower than expected primarily due to delayed hiring of the new Manager of Finance and Accounting staff.

~ Senior Management costs include all freedom of Information and records management, staff salaries, benefits, training and travel costs. These costs report at $227,000 (47% of budget), 3% below expected primarily due to lower than expected primarily due to delay in hiring of the new Administrative Coordinator position where a portion of the budget is allocated to this area.

~ 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 report at $139,000 (43% of budget) 7% below expected, due to specific work and related costs scheduled for later in the year such as the annual audit and winter snow removal at staff offices.

~ Information Systems costs include all software support and licensing, technical support, meeting streaming services, mobile devices salaries, benefits, training, and travel costs associated with information systems staff. Information Systems costs report at $335,000 (50% of budget) at expected.

~ Computer/Furniture & Equipment costs report at $87,000 (65% of budget) 15% above expected, due to the purchase of hardware and software early in the fiscal year to prepare for installation and deployment.

**Consolidated Expenses by Object**

Public Sector Accounting Standards determine that financial reporting for government entities be reported "by function" (i.e.: service area) in the Statement of Financial Operations as presented in the earlier section of this report. Expenses "by object" (i.e.: type) are reported in accompanying financial statements notes. For purposes of greater transparency and understanding of Islands Trust financial results, September 30, 2023 expenses by object are shown as follows:

| Description | Approved Annual Budget | Actuals to Sept 30, 2023 | % of Annual Budget Consumed |
|---|---|---|---|
| Staff Salaries and benefits | $ 6,229,223 | $ 2,866,234 | 46% |
| Office Operations | 1,240,335 | 600,033 | 48% |
| Council and trustee costs | 1,006,244 | 516,964 | 51% |
| Elections | 7,000 | - | 0% |
| Programs | 872,176 | 149,370 | 17% |
| Legal - General | 70,000 | 72,021 | 103% |
| Legal - Bylaw Enforcement | 80,000 | 81,107 | 101% |
| Legal - Litigation | 72,356 | 61,660 | 85% |
| Legal - Statutory Notices | 17,850 | 9,134 | 51% |
| Travel/training and recruitment | 150,025 | 112,774 | 75% |
| Total Cash Expenses | $ 9,745,209 | $ 4,469,297 | 46% |
| Amortization | 178,000 | 79,635 | 45% |
| Total including Amortization | $ 9,923,209 | $ 4,548,932 | 46% |

*Staff salaries and benefits* costs are less than expected due to staff vacancies for the Senior Indigenous relations officer, Administrative Coordinator, LTC Meeting Administrator, Manager of Accounting and Finance, Communication Specialist, Northern Office Island Planner, Salt Spring Office Planning Team Assistant, and Salt Spring Office Planner 1.

*Office Operations* costs are slightly below expected due primarily to a lack of communications spending in the first quarter of the year, whereby planned spending is geared more heavily towards the latter portion of the year.

*Council and trustee costs* are slightly above expected due to higher costs for Executive Committee travel for LTC chairing.

*Elections* costs no spending as no by-elections have taken place.

*Program costs are* less than the expected due to project planning discussions taking time with the LTCs, and time taken to determine best First Nations engagement approaches for LTC projects.

*Total Legal* expenses for general, bylaw, litigation and statutory notices are tracking at a cumulative total of $104,000 higher than expected, 93% of budget due to the advancement of two legal claims proceedings, increased bylaw enforcement legal action, and multiple legal opinions sought for LTCs.

*Traveling/training and recruitment* costs are above expected due to increased staff travel for ITC property management activities and for bylaw enforcement activities, and increasing training and associated travel costs as more and more training is being taken in-person rather than virtually.

*Amortization expense* is tracking as expected.

**3 IMPLICATIONS OF RECOMMENDATION**

**ORGANIZATIONAL:** None.

**FINANCIAL:** None. Expenditures to September 30, 2023 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 2.3.1 Council Committee System
Bylaw 191 Islands Trust Financial Plan Bylaw, 2023-2024

**5 ATTACHMENT(S):**
September 30, 2023 Financial Report

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**RESPONSE OPTIONS**

**Recommendation:**
That Trust Council approve the September 30, 2023 financial report.

**Alternative:** None.

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**Prepared By:** Finance Officer
**Reviewed By:** Director, Administrative Services
Chief Administrative Officer
Financial Planning Committee/Nov 8, 2023

**Islands Trust**
**Detailed Statement of Operations**
**For The 6 Months Ending September 30, 2023**

Expected % of Budget Received/Used as at Report date = 50%
Exceptions: Grant revenue, property tax levies, other revenues, project spending
Variances > +/- 10% and +/- $5000 include explanations

| Description | 2023/24 Approved Annual Budget | 6 months ending September 30, 2023 | *% of Annual Budget Consumed* | *Budget remaining ($)* |
|---|---|---|---|---|
| **REVENUE:** | | | | |
| Fees & Sales | $ 192,000 | $ 135,871 | *71%* | *56,129* |
| Provincial Grant - Unrestricted | 180,000 | 180,000 | *100%* | - |
| Federal and Provincial Grants - Restricted | 389,795 | 194,571 | *50%* | *195,224* |
| General Property Tax Levy - All LTAs | 8,046,025 | 8,046,628 | *100%* | *(603)* |
| Special Property Tax Requisition - SSI LTA | 43,500 | 43,500 | *100%* | - |
| Municipal Property Tax Levy - Bowen Island Municipality | 345,989 | 345,989 | *100%* | - |
| Investment Income + Other Income | 133,000 | 142,267 | *107%* | *(9,267)* |
| **Total Revenue** | $ 9,330,309 | $ 9,088,825 | *97%* | *241,484* |
| **EXPENSES:** | | | | |
| **Council Services** | | | | |
| Trust Council | $ 416,300 | $ 231,082 | *56%* | *185,218* |
| Executive Committee | 125,563 | 61,284 | *49%* | *64,279* |
| Trust Area Services | 643,623 | 270,128 | *42%* | *373,495* |
| General Admin Allocation - 16% | 376,388 | 182,938 | *49%* | *193,450* |
| **Total Council Expenses** | $ 1,561,874 | $ 745,432 | *48%* | *816,442* |
| **Local Planning Services** | | | | |
| Local Trust Committees | $ 810,862 | $ 503,840 | *62%* | *307,022* |
| Projects **(NOTE 1)** | 539,296 | 60,612 | *11%* | *478,684* |
| Planning Staff | 3,169,470 | 1,408,072 | *44%* | *1,761,398* |
| Planning Services Facilities | 389,820 | 188,622 | *48%* | *201,198* |
| Bylaw Enforcement | 406,193 | 224,443 | *55%* | *181,750* |
| General Admin Allocation - 69% | 1,697,319 | 775,858 | *46%* | *921,461* |
| **Total Local Planning Services Expenses** | $ 7,012,960 | $ 3,161,447 | *45%* | *3,851,513* |
| **Trust Conservancy Services** | | | | |
| Board | $ 10,025 | $ 2,565 | *26%* | *7,460* |
| Conservancy Staff and Associated Costs | 815,784 | 432,718 | *53%* | *383,066* |
| Property Management | 196,480 | 49,202 | *25%* | *147,278* |
| General Admin Allocation - 14% | 326,086 | 157,568 | *48%* | *168,518* |
| **Total Trust Conservancy Expenses** | $ 1,348,375 | $ 642,053 | *48%* | *706,322* |
| **General Administrative Services** | | | | |
| Senior Management | $ 485,645 | $ 227,022 | *47%* | *258,623* |
| Administrative Services | 610,328 | 249,459 | *41%* | *360,869* |
| Office Operations | 323,880 | 138,875 | *43%* | *185,005* |
| Information Systems | 667,640 | 334,604 | *50%* | *333,036* |
| Computer/Furniture & Equipment | 134,300 | 86,769 | *65%* | *47,531* |
| Amortization Expense | 178,000 | 79,635 | *45%* | *98,365* |
| General Admin Recovery | (2,399,793) | (1,116,365) | *47%* | *(1,283,428)* |
| **Total General Administration Expenses** | $ - | $ 0 | | *(0)* |
| **Total Expenses** | $ 9,923,209 | $ 4,548,932 | *46%* | *5,374,277* |
| **YTD Surplus (Shortfall)** | $ (592,900) | $ 4,539,893 | | |
| Amortization Adjustment | (178,000) | n/a | | |
| Capital adjustment | n/a | 86,769 | | |
| **Adjusted surplus (shortfall)** | $ (414,900) | $ 4,626,662 | | |
| Funded by: | | | | |
| Transfer from (to) General Revenue Surplus Fund | 231,000 | (4,648,363) | | |
| Transfer from (to) LTC Project Reserve Fund | 183,900 | 21,051 | | |
| Transfer from (to) Special Tax Requisition Fund | 0 | 650 | | |
| **Net Unfunded Balance** | - | 0 | | |

**Note 1: LTC & Planning Services Project Spending**

| | | | | |
|---|---|---|---|---|
| **LTC Projects** | | | | |
| LTC Projects funded by Reserve Fund | (3,500) | - | *0%* | *3,500* |
| Denman Housing Review | 18,000 | 363 | *2%* | *(17,637)* |
| Denman Farming Regulations Review | 2,000 | - | *0%* | *(2,000)* |
| Gabriola OCP/LUB | 18,000 | 446 | *2%* | *(17,554)* |
| Gabriola Ecological Protection Zone | 2,000 | - | *0%* | *(2,000)* |
| Galiano Groundwater Strategy Implementation | 5,000 | 434 | *9%* | *(4,566)* |
| Gambier OCP/LUB | 16,000 | 16,000 | *100%* | - |
| Gambier Keats Island Shoreline Protection Review | 4,000 | 1,680 | *42%* | *(2,320)* |
| Hornby OCP/LUB | 15,000 | 260 | *2%* | *(14,740)* |
| Lasqueti OCP/LUB | 4,000 | - | *0%* | *(4,000)* |
| Mayne Island Housing | 1,000 | 274 | *27%* | *(726)* |
| Mayne LUB Minor Amendments | 2,000 | - | *0%* | *(2,000)* |
| North Pender OCP/LUB | 3,000 | 1,392 | *46%* | *(1,608)* |
| North Pender Groundwater Strategy Implementation | 2,500 | - | *0%* | *(2,500)* |
| North Pender Raptor Nest DPA update | 5,000 | - | *0%* | *(5,000)* |
| Salt Spring Bylaw Review - Procedural Updates | 96,000 | - | *0%* | *(96,000)* |
| Salt Spring Ganges Village Area Planning | 86,500 | - | *0%* | *(86,500)* |
| Salt Spring Housing Action Program | 5,000 | 201 | *4%* | *(4,799)* |
| South Pender LUB Minor Amendments | 2,000 | - | *0%* | *(2,000)* |
| Thetis Unzoned Marine Area LUB Amendment | 2,500 | - | *0%* | *(2,500)* |
| Total All LTC Projects | 286,000 | 21,051 | *7%* | *(264,949)* |
| | | | | |
| SSIWPA Coordination Expense | 43,500 | 650 | *1%* | *(42,850)* |
| Regional Freshwater Management | 22,000 | 7,161 | *33%* | *(14,839)* |
| Housing Strategy | 30,000 | 17,908 | *60%* | *(12,092)* |
| Groundwater Recharge Mapping | 10,000 | 721 | *7%* | *(9,279)* |
| LG Development Approvals Program | 147,796 | 13,120 | *9%* | *(134,676)* |
| Total all Project Spending | 539,296 | 60,612 | *11%* | *(478,684)* |

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | Trust Council | **For the Meeting of:** | December 6, 2023 |
| **From:** | Financial Planning Committee | **Date Prepared:** | October 24, 2023 |
| **SUBJECT:** | **FINANCIAL FORECAST AS AT SEPTEMBER 30, 2023** | | |

**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, 2024 have been prepared based on actual financial performance to September 30, 2023 plus estimates of forecasted spending for the remainder of the fiscal year.

| DESCRIPTION | Approved Annual 2023/24 Budget | 6 months to September 30, 2023 | Forecast to March 31, 2024 | *Forecast Over (Under) Budget* |
|---|---|---|---|---|
| **TOTAL REVENUE** | 9,330,309 | 9,088,825 | 9,679,000 | *348,691* |
| Operating Expenses | 9,137,613 | 4,388,251 | 9,009,000 | *(128,613)* |
| Capital Expenses | 134,300 | 86,769 | 135,000 | *700* |
| Project Expenses | 651,296 | 73,912 | 528,000 | *(123,296)* |
| **TOTAL EXPENDITURES** | 9,923,209 | 4,548,932 | 9,672,000 | *(251,209)* |
| **SURPLUS (SHORTFALL)** | **(592,900)** | **4,539,893** | **7,000** | **599,900** |
| Funded by: | | | | |
| Changes in amounts invested in TCA | 178,000 | 86,769 | (20,000) | *(198,000)* |
| Transfer from (to) Gen Rev Surplus Fund | 231,000 | (4,648,363) | (71,000) | *(302,000)* |
| Transfer from (to) LTC Project Reserve Fund | 183,900 | 21,051 | 97,000 | *(86,900)* |
| Transfer from (to) Special Property Tax Reserve Fund | - | 650 | (13,000) | *(13,000)* |
| **Net unfunded** | **(0)** | - | - | **0** |

The forecast to March 31, 2024 reflects a projected annual surplus of $7,000 which is higher than the approved budgeted shortfall of $592,900.

Total revenue is forecasted higher than budget due to: higher fees and sales, primarily for development permits and temporary and siting use permits; receipt of an unanticipated provincial grant awarded to the Salt Spring Island Local Trust Committee; receipt of grant funds under the new local government climate action program; and for higher interest earned on investments due to continued high interest rates note anticipated at budget time.

Operating expenses are forecasted lower than budgeted due primarily to underspending on salaries as a result of staff vacancies in the year.

Capital spending is forecasted to be only slightly higher than budget.

Project spending is forecasted lower than budget due to individual project delays, or projects not moving forward at all in the year.

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 $349,000 higher than budgeted due to:

- Fees and Sales – forecasted to be $80,000 (42%) higher than budget due to higher than anticipated application volumes estimated to be received in the year, primarily for development permits and temporary and siting-use permits.

- Provincial Grant Income Restricted on LTC projects – forecasted to be $75,000 (100%) higher than budget due to grants awarded in the year that were unbudgeted for. These grants relate to the Salt Spring Island (SSI) Local Trust Committee Complete Communities project ($50,000) and the SSI LTC BC Active Transportation project ($25,000). 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 anticipated at that time.

- Provincial Grant Income, Local Government Climate Action – forecasted to be $38,000 (100%) higher than budget for grant funds received for climate action initiatives to reduce emissions and prepare communities for impacts of a changing climate. This grant income was not included in the budget as this is a new program launched in late 2022. Survey submissions determining funding were not submitted and reviewed until after July 31, 2023.

- Interest Income - forecasted to be $154,000 (116%) higher than budget due to continued high interest rates. Budget estimates were based on lower interest rates that were in place in the previous fiscal year.

**EXPENDITURES:**

Total expenditures are forecasted to be $218,000 under budget.

Significant areas of underspending and overspending by expense type include:

- Communications and ITC Fundraising – forecasted underspending of $9,500 (13%) due to FPC's decision not to undertake a budget public consultation process in the current fiscal year.

- Contracted Temporary Staffing – forecasted overspending of $20,000 (780%). This budget line is intended to record spending on contracted human resources to backfill staff positions. Half of the forecasted spending relates to such backfills, with the remainder spent on contracted help hired to review the clerical administration structure within the organisation.

- Conservation Planning & Land Securement – forecasted underspending of $11,000 (40%) due to funds being directed towards legal fees associated with land securement. This planned underspending offsets overspending in ITC legal expenses.

- ITC Ecosystem Mapping - forecasted underspending of $13,000 (72%) due to lack of staff capacity to manage this large project resulting in only a portion of the project anticipated to be completed in the year.

- Legal – the total forecasted overspending for all legal expense categorises $49,000 (122%), including spending on general legal advice, bylaw enforcement litigation, and litigation defense. A breakdown of the forecasted spending by category is as follows:

  ~ General Legal expense – forecasted overspending of $29,000 (41%) primarily due to Trust Council's procurement of legal opinions associated with the organisation's website information, and housing rights; Galiano LTC legal opinions on development permit exceptions; Salt Spring LTC legal opinions on accessory dwellings and Channel Ridge tower; ITC legal costs to acquire a new property; and ITC legal opinions on risk management of Nature Reserves.

  ~ Bylaw Enforcement Litigation – forecasted overspending of $45,000 (56%) primarily due to unanticipated legal costs for ongoing cases on Galiano Island, North Pender Island, Salt Spring Island, and Thetis Island.

  ~ Litigation Defence – forecasted net under budget by $25,000 (35%). The forecast anticipates actual overspending of $5,000, with awarded legal cost recoveries of $30,000 offsetting these costs, resulting in a net forecasted underspending of $25,000.

- LTC Expenses – LTC expenses are comprised of Trustee Expenses, Executive expenses for chairing LTC meetings, LTC Meeting Expenses, APC meeting expenses, Communications by the LTC, and LTC special projects. Forecasted overspending of $40,000 (47%) is due to higher than anticipated expenditures primarily in the following areas:

  ~ Executive Expenses on LTCs – overspending of $18,000 (150%) due to high accommodation costs incurred for Chairs travelling to in-person LTC meetings.

  ~ LTC Meeting Expenses – overspending of $21,000 (162%), with related overspending in APC Meeting expenses of $4,000 (85%). The aapproved budget assumed hiring of the new LTC Meeting Administrator early in the year, with this new staff responsible for taking LTC meeting minutes. With the delay in this hiring, contractors continue to be used for LTC meeting minutes, increasing this expense line. This is more than offset by savings in salaries expense as a result of the vacancy in this new staff role. In addition, there are more meetings scheduled for the Salt Spring, North Pender, and Gabriola LTCs than planned for in the approved budget.

- Salaries and Benefits – forecasted underspending totaling $230,000 (9%) due to the following staff vacancies:

- ~ LTC Meeting Administrator – forecasted vacant for 8 months ($34,000)
- ~ Planning Team Assistant, Salt Spring Island office – forecasted vacant for 5.5 months ($25,000)
- ~ Island Planner, Northern office - forecasted to work less than full time for the full year ($37,000)
- ~ Island Planner, Northern office – forecasted to be vacant for the full year, partially offset by Planner 2 backfill costs ($34,000)
- ~ Administrative Coordinator – forecasted vacant for 9 months ($49,000)
- ~ Manager of Accounting and Finance – forecasted vacant for 9 months ($54,000)
- ~ Senior Indigenous Relations Advisor – forecasted vacant for 3.5 months ($27,000)
- ~ Planning Team Assistant, Southern office – forecasted vacant for 5.5 months ($25,000).

  Forecasted vacancies are partially offset by forecasted staff overtime for Bylaw Enforcement ($15,000) and Islands Trust Conservancy work ($11,000)

- Training and Conferences – forecasted overspending of $8,000 (17%) primarily due to high costs for Trust-wide Chair training and UBCM conference registrations.

- Travel for Training – forecasted overspending of $22,000 (123%) primarily due to the high costs of travel for the Trust-wide Chair training session, and high travel costs for UBCM conference attendance.

- Travel – forecasted overspending of $25,000 (39%) due to increased fees for water taxis that are driving higher costs for ITC and Bylaw Enforcement staff. Volume of travel for Bylaw Enforcement staff also increased.

- Projects - forecasted underspending totals $123,000 (19%) for all projects, is broken down as follows:

  - ~ Salt Spring Island (SSI) Water Protection Authority (SSIWPA) Coordination – forecasted underspending of $12,500 (29%) due to new staff taking time to become familiar with project, and delays in the SSI LTC consideration and implementation of Watershed Protection Plan.
  - ~ Salt Spring Bylaw Review Procedural Updates project – this project will not proceed in the current fiscal year due to the SSI LTC prioritizing other projects and actions, thus the full budget is forecasted to be unspent in the year ($96,000)
  - ~ Salt Spring Ganges Village Area Planning Project – this project will not proceed in the current fiscal year due to SSI LTC prioritizing other projects and actions, thus the full budget is forecasted to be unspent in the year ($86,500)
  - ~ Minor LTC Projects – forecasted underspending of $10,000.

  Project underspending is partially offset by spending on new projects funded by grants approved during the fiscal year for:
  - ~ Salt Spring Complete Communities – forecasted spending of $50,000
  - ~ Salt Spring Active Transportation – forecasted spending of $25,000

- Trustee Health/Dental Benefits – forecasted underspending of $13,000 (16%) due to fewer trustees enrolled in the higher-cost family plan than anticipated in the budget.

Other variances are not significant for the purposes of reporting.

**CONCLUSIONS:**
The budget approved spending of $9.9M for fiscal year ending March 31, 2024. Current forecasted spending for the year is $9.7M, below budget by approximately $251,000 (3%).

The budget planned for a transfer from the general surplus fund of $231,000. The current forecast estimates a contribution to the surplus fund of approximately $71,000, representative of underspending against budget.

The forecast expects a reduced transfer from the LTC Project specific reserve fund of $97,000 and a transfer to the SSI special property tax reserve fund of $13,000.

**ATTACHMENT(S):**

September 30, 2023 Financial Forecast

**FOLLOW-UP:** As directed.

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**Prepared By:** Finance Officer
**Reviewed By:** Director, Administrative Services
Financial Planning Committee/Nov 8, 2023

**ISLANDS TRUST**
**Q2 Forecast to March 31, 2024**
**As at September 30, 2023**

| Description | Annual Budget | YTD Actuals at September 30, 2023 | FORECAST TO MARCH 31, 2024 | Forecast Over (Under) budget $ | Forecast Over (Under) budget % |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Fees & Sales | 192,000 | 135,871 | 272,000 | *80,000* | *42%* |
| Federal Grant Income R - SAR | 220,000 | 135,844 | 220,000 | - | *0%* |
| Federal Grant Income R | - | 364 | - | - | *0%* |
| Provincial Grant - Unrestricted | 180,000 | 180,000 | 180,000 | - | *0%* |
| Provincial Grant Income R on LTC projects: | - | - | - | - | *0%* |
| Provincial Grant R- SSI Complete Communities | - | - | 50,000 | *50,000* | *100%* |
| Provincial Grant R - SSI BC Active Transportation Grant | | | 25,000 | *25,000* | *100%* |
| Provincial Grant R - First Nations Engagement | | | - | - | *0%* |
| Provincial Grant Income - Loc Gov Climate Action | | 38,082 | 38,000 | *38,000* | *100%* |
| Provincial Grant Income R LGDAP | 147,795 | 13,120 | 148,000 | *205* | *0%* |
| Provincial Grant Income R Healthy Watersheds | 22,000 | 7,161 | 22,000 | - | *0%* |
| Property Tax Levy General | 8,046,025 | 8,046,628 | 8,047,000 | *975* | *0%* |
| Property Tax Levy - BIM | 345,989 | 345,989 | 346,000 | *11* | *0%* |
| Special Levy Property Tax Requisition | 43,500 | 43,500 | 44,000 | *500* | *1%* |
| Interest Income and Other Income | 133,000 | 142,267 | 287,000 | *154,000* | *116%* |
| **Total Revenue** | 9,330,309 | 9,088,825 | 9,679,000 | *348,691* | *4%* |
| | | | | | |
| **EXPENSES** | | | | | |
| Amortization Expense | 178,000 | 79,635 | 174,000 | *(4,000)* | *-2%* |
| Applications Sponsored by EC | 15,000 | 2,250 | 10,000 | *(5,000)* | *-33%* |
| NAPTEP Applications Sponsored by EC | 1,000 | - | 1,000 | - | *0%* |
| History and Heritage Funding Grants in Aid | - | - | - | - | *0%* |
| Audit | 21,000 | - | 21,000 | - | *0%* |
| Bank Charges & Interest | 3,500 | 1,400 | 3,000 | *(500)* | *-14%* |
| Board of Variance | 1,200 | 839 | 1,000 | *(200)* | *-17%* |
| Committee Expense FPC | - | - | - | - | *0%* |
| Committee Expense RPC | 1,000 | 1,395 | 2,000 | *1,000* | *100%* |
| Committee Expense TPC | 2,000 | 1 | 1,000 | *(1,000)* | *-50%* |
| Committee Meeting Expense - Governance | 3,000 | - | 3,000 | - | *0%* |
| Committee Meeting Expense - Accessibility* | 2,500 | - | 2,000 | *(500)* | *-20%* |
| Communications and ITC Fundraising | 73,500 | 21,873 | 64,000 | *(9,500)* | *-13%* |
| SW Support and Licensing | 150,200 | 69,009 | 150,000 | *(200)* | *0%* |
| Internet | 46,300 | 24,176 | 48,000 | *1,700* | *4%* |
| Technical Support | 60,000 | 32,609 | 60,000 | - | *0%* |
| Meeting Streaming Services | 15,000 | 8,066 | 15,000 | - | *0%* |
| Contingency | 5,000 | - | 5,000 | - | *0%* |
| Contracted Temporary Staffing | 2,500 | 21,956 | 22,000 | *19,500* | *780%* |
| Elections - By-elections | 7,000 | 0 | 7,000 | - | *0%* |
| Insurance | 208,150 | 109,785 | 208,000 | *(150)* | *0%* |
| ITC "Board Honoraria" | 7,000 | 2,550 | 8,000 | *1,000* | *14%* |
| ITC "Board Meeting Expense" | 1,425 | 5 | 1,000 | *(425)* | *-30%* |
| ITC "Board Training & Conferences" | 1,600 | - | 2,000 | *400* | *25%* |
| ITC "Property Management" | 159,930 | 46,700 | 160,000 | *70* | *0%* |
| Conservation Planning & Land Securement | 26,550 | 2,503 | 16,000 | *(10,550)* | *-40%* |
| ITC "Ecosystem Mapping" | 18,000 | - | 5,000 | *(13,000)* | *-72%* |
| Land Title Registrations | 3,900 | 1,370 | 3,000 | *(900)* | *-23%* |
| Legal "General" | 69,998 | 72,021 | 99,000 | *29,002* | *41%* |
| Legal "Bylaw Enforcement Litigation" | 80,000 | 81,107 | 125,000 | *45,000* | *56%* |
| Legal "Litigation Defence" | 72,356 | 61,660 | 47,000 | *(25,356)* | *-35%* |
| LTC - Trustee Expense | 4,500 | 1,361 | 4,000 | *(500)* | *-11%* |
| LTC "Executive Expense on LTC's" | 12,000 | 15,036 | 30,000 | *18,000* | *150%* |
| LTC Local Exp LTC Meeting Expenses | 13,000 | 20,226 | 34,000 | *21,000* | *162%* |
| LTC Local Exp APC Meeting Expenses | 4,860 | 4,426 | 9,000 | *4,140* | *85%* |
| LTC Local Exp Communications | 5,000 | 2,821 | 7,000 | *2,000* | *40%* |
| LTC Local Exp Special Projects | 4,750 | - | - | *(4,750)* | *-100%* |

| | | | | | |
|---|---|---|---|---|---|
| Meeting Expense | 122,975 | 61,501 | 123,000 | *25* | *0%* |
| Memberships | 16,440 | 8,161 | 16,000 | *(440)* | *-3%* |
| Notices Statutory & Non Statutory | 17,850 | 9,134 | 16,000 | *(1,850)* | *-10%* |
| FOI & Records Management | 10,000 | 2,930 | 10,000 | - | *0%* |
| Office Rent | 421,800 | 210,768 | 422,000 | *200* | *0%* |
| Office Services | 53,500 | 24,200 | 54,000 | *500* | *1%* |
| Postage & Courier | 9,050 | 4,331 | 8,000 | *(1,050)* | *-12%* |
| Recruitment & Labour Relations | 21,000 | 3,737 | 21,000 | - | *0%* |
| Payroll Processing | 19,500 | 10,237 | 20,000 | *500* | *3%* |
| Safety | 5,000 | 1,754 | 5,000 | - | *0%* |
| Salaries - Admin Staff | 2,642,038 | 1,219,318 | | | |
| Benefits - Admin Staff | 671,078 | 308,887 | | | |
| Salaries - Planners & RPMs | 1,519,311 | 718,527 | | | |
| Benefits Planners & RPMs | 385,905 | 181,900 | 5,999,000 | (230,223) | *-9%* |
| Salaries Planning Support | 499,616 | 187,504 | | | |
| Benefits Planning Support | 126,902 | 47,470 | | | |
| Salaries Bylaw | 306,518 | 161,749 | | | |
| Benefits Bylaw | 77,855 | 40,878 | | | |
| Stationary & Supplies | 29,020 | 18,940 | 33,000 | *3,980* | *14%* |
| Subscriptions | 5,360 | 5,580 | 10,000 | *4,640* | *87%* |
| Telephone | 18,100 | 6,769 | 14,000 | *(4,100)* | *-23%* |
| Mobile Devices | 29,240 | 12,831 | 26,000 | *(3,240)* | *-11%* |
| Training "Organization Wide" | 5,000 | 1,714 | 5,000 | - | *0%* |
| Staff Meetings and Recognition | 15,800 | 4,164 | 12,000 | *(3,800)* | *-24%* |
| Training & Conferences | 47,800 | 29,312 | 56,000 | *8,200* | *17%* |
| Travel for Training | 17,950 | 22,122 | 40,000 | *22,050* | *123%* |
| Travel | 63,475 | 55,463 | 88,000 | *24,525* | *39%* |
| Trustee Remuneration | 589,978 | 293,139 | 588,000 | *(1,978)* | *0%* |
| Trustee Remuneration "CPP Expense" | 20,778 | 13,430 | 21,000 | *222* | *1%* |
| Trustee Remuneration Health/Dental Benefits | 76,550 | 31,377 | 64,000 | *(12,550)* | *-16%* |
| Trustee Remuneration Pay In Lieu of Benefits | - | | - | - | *0%* |
| Trustee Remuneration "Employer Health Tax" | 11,505 | 5,647 | 11,000 | *(505)* | *-4%* |
| Trustee Remuneration "Executive on LTC's" | - | | - | - | *0%* |
| **Operating Expenses Subtotal** | 9,137,613 | 4,388,251 | 9,009,000 | *(128,613)* | *-1%* |
| | | | - | | |
| **CAPITAL** | | | | | |
| Computer H/W & S/W | 129,300 | 81,068 | 129,000 | *(300)* | *0%* |
| Furniture and Equipment | 5,000 | 5,702 | 6,000 | *1,000* | *20%* |
| **Capital Subtotal** | 134,300 | 86,769 | 135,000 | *700* | *1%* |
| | | | | | |
| **PROJECTS** | | | | | |
| LTC Projects Funded by LTC Reserve Fund | 286,000 | 21,051 | 97,000 | *(189,000)* | *-66%* |
| LTC Projects Funded by Special Requisition Surplus | | | - | - | *0%* |
| LTA Work Funded by Special Requisition (SSIWPA) | 43,500 | 650 | 31,000 | *(12,500)* | *-29%* |
| LTC Projects Funded by Contingent Grants | 1 | | 75,000 | *74,999* | *7499900%* |
| | | | | - | *0%* |
| Strategic Plan Projects | 159,000 | 39,091 | 162,000 | *3,000* | *0%* |
| Operational Projects | 162,795 | 13,120 | 163,000 | *205* | *0%* |
| **Projects Subtotal** | 651,296 | 73,912 | 528,000 | *(123,296)* | *-19%* |
| | | | | | |
| **Total Expenditures** | 9,923,209 | 4,548,932 | 9,672,000 | *(251,209)* | *-3%* |
| | | | | | |
| **Surplus (shortfall)** | **(592,900)** | **4,539,893** | **7,000** | *599,900* | *-101%* |
| | | | | | |
| Funded by: | | | | | |
| Changes in amounts invested in TCA | 178,000 | 86,769 | (20,000) | *(198,000)* | *-111%* |
| Transfer (to) from General Revenue Surplus Fund | 231,000 | (4,648,363) | (71,000) | *(302,000)* | *-131%* |
| Transfer (to) from LTC Project Specific Reserve Fund | 183,900 | 21,051 | 97,000 | *(86,900)* | *-47%* |
| Transfer (to) from Special Tax Requisition Fund | - | 650 | (13,000) | *(13,000)* | *0%* |
| Net Surplus (Shortfall) | **(0)** | 0 | - | *0* | |

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | Trust Council | **For the Meeting of:** | December 6, 2023 |
| **From:** | Financial Planning Committee | **Date Prepared:** | November 1, 2023 |
| **SUBJECT:** | **Draft 2024/25 Budget Overview** | | |

**PURPOSE:**

To provide Trust Council with the draft 2024/25 budget for their review, comment and direction.

**BACKGROUND:**

The Budget Assumptions and Principles (BAP) for the fiscal 2024/25 budget cycle were reviewed by Financial Planning Committee at their August 2023 meeting, where they directed amendments to include First Nations reconciliation and engagement and communications as specific principles to incorporate into the draft budget, and requested Trust Council to provide budget guidelines to steer the budget development process for the upcoming fiscal year.

In September 2023, Trust Council reviewed the BAP document with no changes to the planned budget approach, and provided no budget guidelines. The document has been used as a guide in putting together the draft 2024/25 budget as much as possible.

To date, the following activities have taken place to support the current draft of the 2024/25 budget:

| BODY | ACTIVITY |
|---|---|
| Executive Committee (EC) | EC has reviewed its budget requests and business cases associated with next fiscal funding, all of which have been included in the draft budget and are included in the agenda. |
| Governance Committee (GC) | GC has not submitted requests for funding in next fiscal year. However, the CAO has requested $3,000 for GC work that may arise, which has been incorporated into the draft budget. |
| Regional Planning Committee (RPC) | RPC has reviewed business cases for their funding requests associated with fiscal 2024-25 projects. A business case for the planning services co-op student included in the budget has not been prepared. |
| Trust Programs Committee (TPC) | TPC has reviewed all their funding requests for next fiscal. Amounts are included in the draft budget and business cases are included in the agenda package. |
| Local Trust Committees | LTCs have submitted business cases for their funding requests valued at over $5,000. Smaller projects will continue to be funding from a pool of |

| | |
|---|---|
| (LTCs) | funds designated from the LTC reserve fund, as is historical practice. |
| Operational Business Units | All business units in Islands Trust have provided their departmental budget requests and submitted business cases for new operating initiatives requiring new funding greater than $5,000.<br>Staff have prepared estimates of Trust-wide expenses with the input of management. |

The above information has been collated into the draft 2024/25 budget that is presented in this agenda.

## SUMMARY OF DRAFT BUDGET RESULTS

The draft 2024/25 budget contains the following:

- Total proposed planned spending of $10.8M:
  - Operating budget $9.6M (excluding amortization expense)
  - Projects budget $807,000
  - Capital budget $364,000
- A proposed 10.5% general tax increase to local trust areas (exclusive of NMC)
- A proposed 23.5% general tax levy increase to Bowen Island Municipality (exclusive of NMC)
- A proposed draw from the General Revenue Surplus Fund of $210,000.
- A proposed draw from the LTC Project Reserve Fund of $219,000.

## SUMMARY COMPARISON TO PREVIOUS FISCAL YEARS

*Comparison to the most recently completed fiscal year actual spending (2022/23)* – A comparison to the most recently completed fiscal year actual spending can be helpful to determine real trends in spending levels, which can inform budget development for the immediately subsequent fiscal year.

*Comparison to the most recently approved fiscal year budget (2023/24)* – A comparison to the most recently completed fiscal year budget can also be helpful to inform real spending trends, only in instances where actual financial performance tracks with the budget for that same year. At the end of quarter two, Islands Trust spending is forecasted to be approximately 3% below budget.

The draft **operating budget** has increased by $674,000 (7.5%) over the current year approved budget and 17% ($1.4M) over fiscal 2022/23 actual spending. The largest factors contributing to this increase are as follows:

| **Expense** | **Increase (decrease) over 2022-23 Actual spending** | **Increase (decrease) over 2023-24 Forecast** |
|---|---|---|
| History and Heritage Funding Grants | 4,000 | 10,000 |
| Communications & ITC Fundraising | 29,000 | (5,000) |
| Software Support and Licensing | 101,000 | 44,000 |
| Technical Support | 16,000 | 35,000 |
| Insurance | 22,000 | 12,000 |

| | | |
|---|---|---|
| ITC Property Management | 47,000 | 6,000 |
| Legal – general | 8,000 | 26,000 |
| Executive Expenses on LTCs | 21,000 | 25,000 |
| Meeting Expense | 55,000 | 14,000 |
| Office – Lease Costs | 23,000 | 28,000 |
| Salaries and Benefits | 1.4M | 408,000 |
| Training & Conferences | 20,000 | 4,000 |
| Travel for Training | 9,000 | 11,000 |
| Travel | 5,000 | 13,000 |
| Trustee Remuneration | 66,000 | 31,000 |
| Trustee Benefits | 18,000 | (10,000) |

The draft **projects budget** has increased by $279,000 (53%) over the current year forecast due primarily to increased work focused on housing (needs assessments, strategy development, toolkits) and Salt Spring Island LTC projects carrying into next fiscal year. 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.

The draft **capital budget** has increased by $229,000 (169%) over the current year forecast primarily due to the planned SSI office relocation, and increases in computer hardware and software costs.

## DRAFT 2024/25 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 $8.9M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 11.3% ($913,000). This amount is comprised of:

- A proposed average tax increase of 10.5% ($845,000) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 0.8% ($68,000) average tax increase across Local Trust Areas (LTAs) to account for the Non-Market Change (NMC) factor, which is an increase to the tax base for new construction, developments, changes in land-use. This figure is based on NMC factor as of August 2023, and will be updated when new information is available in December 2023.

Bowen Island Municipality (BIM) Taxes:

The BIM tax requisition is calculated at approximately $431,000 in the draft budget. This is a total increase over last year's budget of 24.5% ($85,000). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 23.5% ($81,000) from the existing tax base; plus
- An estimated 1.0% ($3,400) generated from new tax base associated with NMC factors. This figure is based on NMC factor as of July 2023 and will be updated when new information is available in December 2023.

Special Tax Requisitions:

No special tax requisitions have been included in the current version of the draft budget as no local trust committees have requested these funds. Should requests come forward during the budget cycle they will be added.

Grant Revenues:

Total grant revenues in the draft budget amount to $618,000, broken down as follows:

- The annual unrestricted provincial grant has been budgeted at historical levels of $180,000 (2023/24- $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 2024/25. 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 of $150,000 was received in fiscal 2023-24. Of this amount, $30,000 is expected to be spent in 2024-25 and as such, has been recognised as grant revenue in the draft 2024-25 budget.
- A restricted provincial grant of $38,000, received under the Local Government Climate Action program.
- A restricted provincial Complete Communities grant of $150,000 was received in fiscal 2023-24. Of this amount $100,000 is expected to be spent in 2024-25 for the Salt Spring Island Local Trust Committee.
- 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 from applications is set at $227,000 (2023/24 - $192,000) based on an estimate calculated using anticipated application volumes, by type and LTC, multiplied by application fees.
- Interest income is budgeted at $190,000 (2023/24- $133,000) based on estimated investment returns on the investment of 2024/25 property tax funds, and assumes interest rates will remain high.

Surplus Funding:

The proposed budget shortfall of $429,000 is proposed to be funded with draws from surplus and reserve funds:

- A draw from the general revenue surplus fund (GRSF) of $210,000 is included in the draft budget, all of which is allocated to the SSI office relocation.
- A draw from the LTC project specific reserve fund (LTCPSRF) of $219,000 is included in the draft budget to offset total LTC project costs.

Staff have used approved 2023/24 budget figures to estimate the balance that may remain the GRSF and the LTCPSRF at the end of the current fiscal year to be $2.2.M and $105,000 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 draft budget.

**Planned Expenditures:**

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at $6.6M budget (2023/24- $6.2M), representing 61% of the overall draft budget. Staffing levels, by department, expressed as Full-Time Equivalents (FTE), are broken down as follows:

| Department | Functions | Base FTE | New FTE | Total FTE | Budget ($) | % Salaries |
|---|---|---|---|---|---|---|
| Executive Office | Office of CAO, Legislative Services | 4.0 | | **4.0** | $ 573,389 | 9% |
| Trust Area Services | Communications, Government Relations, Grants | 6.4 | | **6.4** | 692,349 | 10% |
| Islands Trust Conservancy | Land Management and Acquisition | 7.8 | 1.0 | **8.8** | 858,299 | 13% |
| Planning & Bylaw Services | Land use Planning, Bylaw Enforcement | 33.3 | | **33.3** | 3,359,334 | 51% |
| Administrative Services | Finance, Human Resources, Info Technology | 9.1 | 1.0 | **10.1** | 1,154,033 | 17% |
| Total | | 60.6 | 2.0 | **62.6** | $ 6,637,404 | 100% |

*Note: Islands Trust Conservancy and Planning Services include a 0.3 FTE each for a co-op student.*

Factors influencing this expenditure line item include:

- Changes to staffing levels and complements from the previous budget:
    - The addition of a 1.0FTE GIS staff, budgeted at approximately $82,000 including base salary and benefits, which assumes 10 months of salary and benefits in the first year of hire. A business case for this new position is included in the agenda package for review.
    - The addition of a 1.0FTE ITC staff, budgeted at approximately $105,000 including base salary and benefits. This amount serves only as a placeholder in the current budget draft, until such time as staff and the ITC Board determine if new staff resources are the best way to address growing property management needs. This amounts assumes 12 months of salaries and benefits expense.

- Staff salaries and benefits have been adjusted from previous years for the following factors:
    - A 3.0% wage increase for all BCGEU staff members, effective April 1, 2024. This amount is based on the BCGEU agreement which indicates a possible increase between 2% and 3% for next fiscal year, dependent on inflation. Staff use the higher percentage increase as inflation is currently above that point.
    - An adjustment for 25 BCGEU staff who will move up ‘steps’ in their range in the fiscal year (3.0% per step per person).
    - An effective up-to 2.75% wage increase (i.e.: a 3.0% increase four months into the fiscal year) for excluded staff members to anticipate potential increases from PSA received in the fiscal year.
    - A nominal amount for staff is included in the draft budget, which reflects only time worked that is paid out to staff. Time that is banked and taken as additional time off in the year does

not add to salaries cost and as such does not require a budget. Historical analysis of staff overtime was completed a few years ago but requires update. Staff will update this analysis and revise estimated overtime budget needs in future versions of the budget.

- Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at $1.3M (2023/24- $1.3M). 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.
- An allowance of $170,000 for staff turnover has been made in the 2024/25 draft budget acknowledging that vacancies contribute to salaries underspending each year. This amount represents 2.5% of the overall salaries budget which is in line with historical average salaries underspending against budget.

**Trustee remuneration and benefits** remains quantified by Trust Council *Policy 7.2.1 Trustee Remuneration* amounts to $721,000 in the 2023/24 draft budget (2022/23- $699,000). Factors influencing this figure include the following:

- An anticipated 5.5% increase to base remuneration to adjust for CPI changes, based on recently reported annual inflation figures for the Victoria area. 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.
- Inclusion of employer CPP contributions at the new rate of 5.95% at January 1, 2025.
- Extended benefit premiums have been increased to reflect the cost of enrolling trustees in the UBCM enhanced benefit plan, and account for the rate increase received effective October 1, 2023.
- 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 all four meetings of Trust Council will be held in-person special. This approach will be adjusted if Trust Council resolves to take an alternate approach. Current planned spending for Trust Council meetings in the draft budget is $126,000 (2023/24 – $123,000), which represents $31,500 per in-person meeting. This meeting cost is based on the average of the most recent 5 in-person meetings.

**Executive Committee meeting** expenses are budgeted at $5,400 (2023/24- $5,200) which reflects a plan to continue with the current complement of electronic and in-person meetings.

**Council Committees meeting** expenses are budgeted at a total of $6,500 (2023/24 - $8,500) with the assumption that committees will primarily meet electronically, with one in-person meeting funded for each of Regional Planning Committee and Trust Programs Committee. The Governance Committee, Financial Planning Committee and Accessibility Committee will meet fully electronically.

**LTC-direct** expenses amount to $72,000 (2023/24- $44,000), which is higher than previous budget years. The increase is due to increased costs for Executive Committee members traveling to chair LTC meetings. Due to the home location of EC members, the related ferry schedules require overnight stays to attend and Chair LTC meetings as Chair. These costs include travel costs for LTC chairs and trustees, venue rental costs, LTC communications, APC meeting costs, and costs of taking meeting minutes.

**LTC project** expenses are budgeted at $355,500 (2023/24- $286,000) for LTC projects which includes an allowance for upcoming, currently unknown LTC projects ($36,500). A breakdown of LTC project funding requests is as follows:

| | | |
|---|---|---|
| DE: Housing Review | $ | 15,000 |
| GB: OCP/LUB Project | $ | 77,000 |
| MA: Housing Options | $ | 10,000 |
| NP: Housing Access and Affordability | $ | 15,000 |
| HO: First Nations | $ | 19,500 |
| SS: OCP and LUB Review | $ | 96,000 |
| SS: Ganges (Shiya'hwt/SYOW T) Village Area Plan | $ | 86,500 |
| TOTAL LTC PROJECT REQUESTS | **$** | **319,000** |

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 2024/25 budget is approximately $105,000 which is not enough to cover the planned projects. A transfer from the GRSF of $115,000 to the LTCPSRF is planned for fiscal 2025 to increase the available balance to $220,000. 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.

**Islands Trust Conservancy expenses,** (excluding ITC staff salaries and benefits of $858,000), amount to $302,000 in the 2024/25 draft budget (2023/24- $297,000).

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 $509,000 (2023/24- $475,000). Main staff office spaces remain in Victoria, and on Gabriola Island and on Salt Spring Island. A smaller on-island office lease remains in use on Galiano Island historically used by trustees and planning staff for meetings with members of the public. Staff will review the value of this office space with Galiano trustees and will provide updates in future budget versions for FPC's consideration.

The primary driver of increases in this areas 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 budgeted at $15,000 (2023/24 - $10,000). This budget line is for hiring contractors who assist in addressing Freedom of Information requests and records management issues.

**Recruitment & Labour Relations** has a budget of $21,000 (2023/24 – $21,000) to fund advertisements for job postings and contracted human resource assistance from the Public Service Agency.

**Payroll Processing** is budgeted at $21,000 (2023/24 – $20,000) reflecting expenses paid to the public service agency for processing staff payroll.

**Insurance** costs have once again risen and are budgeted at $220,000 (2023/24- $208,000), based on quoted 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. Staff are currently engaged in a project to determine if insurance coverage with the Municipal Insurance Agency of BC is a more reasonable insurance approach for Islands Trust, and is investigating self-insurance. Neither of these projects has reached completion at this stage and as such, the budget draft includes amounts based on the current provider.

**Legal Costs** (General, Bylaw enforcement litigation, Litigation defense) have been budgeted at a total of $249,000 (2023/24- $222,000).

- Legal General is budgeted at $96,000, which is higher than 2023/24 budget but is in line with historical spending norms in this area. The legal general budget pays for legal opinions, interpretations and advice on various topics not associated with litigation or claims files. Management intends to increase rigor around spending in this area, but acknowledges the new Council trend to lean into legal opinions quite frequently.
- Legal for Bylaw Enforcement has been budgeted at $76,000, consistent with the 2023/24 budget, which reflects existing levels of enforcement on the islands. Increased enforcement directed by new LTCs may result in higher legal fees in this area.
- Legal Litigation is budgeted at $77,000 (2023/24 - $72,000) 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. Average actual spending in this budget over the most recent three years is $123,000. 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 $194,000 (2023/24- $150,000), 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:

- $34,000 in new costs for Microsoft 365 subscriptions
- $3,000 in new maintenance costs for CityView associated with the bylaw enforcement portal
- $3,000 in new costs for file transfer service (i.e.: Dropbox)
- $4,000 in increases to annual renewal fees for already in-use software systems.

**Computer Hardware and Software** expenses have been budgeted at $149,000 (2023/24- $129,300) which includes costs for the following:

- $28,000 for two server replacements
- $13,000 for server network hardware
- $8,000 for software license upgrade for Exchange email server
- $12,000 for new computer monitors, a new boardroom camera and a plotter
- $58,000 for the purchase of 30 new computers (11 Laptops, 15 Desktops and 4 advanced desktops to run mapping software). The purchase of these computers is noted as required by the info systems team as existing computers do not support Windows 11 which the Trust will migrate to in 2024/25 as Windows 10 reaches end of life
- $29,000 in contracted technical support to complete these projects

**Contracted Temporary Staffing** is a budget line that simply provides an account to records costs incurred for contractors who are backfilling for staff vacancies throughout the year.

**Strategic plan projects** with budget funding requests reflect the initiatives approved by Trust Council as part of their strategic plan, and amount to $251,000 (2023/24- $149,000), broken down in the following list:

- Reconciliation Action Plan* $ 25,000
- Policy Statement Amendment $ 35,000
- Stewardship Education Program $ 15,000
- Secretariat Services $ 15,000
- Housing Needs Assessment North/South Gulf Islands $ 110,000
- Housing Strategy and Housing Options Toolkit $ 30,000
- First Nations Engagement Plan (ITC) $18,000
- Governance Committee Project Funds $3,000

*Business cases outlining rationale for each funding request is attached to the agenda, except for those containing an asterix (*) beside the project name.*

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

- Cityview: Bylaw Portal $90,000
- Building Footprint Data Update $10,000
- SSI Office Relocation $210,000
- MS 365 Upgrade $34,000

**Surplus funds** in the General Revenue Surplus Fund at the end of 2024/25 after the budgeted draw of $210,000 are estimated to be $1.9M versus the calculated policy minimum of $1.8M.

**ATTACHMENT(S):**

1. 2024/25 Numeric Budget Detail
2. Strategic and Operational Initiatives List
3. New Staffing Requests List
4. LTC Projects List

**FOLLOW-UP:** As directed.

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**Prepared By:** Finance Office
Director, Administrative Services
**Reviewed By:** CAO
Financial Planning Committee/Nov 8, 2023

**ISLANDS TRUST**
**BUDGET DRAFT:**
**Fiscal Year 2024/25**

| | 2022/23 | 2023/24 | | | 2024/25 | *Budget-Budget Comparisons* | | Budget-Forecast Comparisons | | *Budget-Actual Comparisons* | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | ACTUALS *elections* | BUDGET | Q2 Forecast | | **Draft BUDGET** | Budget Change $ | Budget Change % | Change $ | Change % | *Draft budget vs 2023 actuals* | *Draft Budget to 2023 actuals % change* |
| **REVENUE** | | | | | | | | | | | |
| Fees & Sales | 199,570 | 192,000 | *271,741* | | **227,000** | 35,000 | 18% | *(44,741)* | -16% | *27,430* | *14%* |
| Provincial Grant - Unrestricted | 228,000 | 180,000 | *180,000* | | **180,000** | - | 0% | - | 0% | *(48,000)* | *-21%* |
| Provincial Grant - FN Engagement | - | - | - | | **30,000** | 30,000 | 0% | *30,000* | 0% | *30,000* | *0%* |
| Provincial Grant - LG Climate Action Funds | 38,082 | - | *38,000* | | **38,082** | 38,082 | 0% | *82* | 0% | - | *0%* |
| Provincial Grant - Complete Communities (SSI LTA) | - | - | *50,000* | | **100,000** | 100,000 | 0% | *50,000* | 100% | *100,000* | *0%* |
| Provincial Grant - LG Development Applications | 193,857 | 147,795 | *148,000* | | **-** | (147,795) | -100% | *(148,000)* | -100% | *(193,857)* | *-100%* |
| Provincial Grant - Restricted (HWI/IWI) | 3,851 | 22,000 | *22,000* | | **-** | (22,000) | -100% | *(22,000)* | -100% | *(3,851)* | *-100%* |
| Provincial Grant - Restricted (ITC Conserv. Stimulus) | 2,121 | - | - | | **-** | - | 0% | - | 0% | *(2,121)* | *-100%* |
| Federal Grant - Restricted (ITC SAR) | 238,500 | 220,000 | *220,000* | | **220,000** | - | 0% | - | 0% | *(18,500)* | *-8%* |
| Federal Grant - Restricted -Grant for Seniors Video Project | | | - | | **-** | - | 0% | - | 0% | - | *0%* |
| Contingent Grants - Projects | 7,314 | 1 | *25,000* | | **1** | - | 0% | *(24,999)* | -100% | *(7,313)* | *-100%* |
| Property Tax Levy - LTA Base | 7,309,863 | 7,309,863 | *8,047,000* | | **8,046,025** | 736,162 | 10% | *(975)* | 0% | *736,162* | *10%* |
| *10.5%* Property Tax Levy - LTA General Increase | | 150,642 | | | **844,833** | 694,191 | 461% | *844,833* | 0% | *844,833* | *0%* |
| *0.8%* Property Tax Levy - LTA NMC Increase | | 585,520 | | | **67,847** | (517,673) | -88% | *67,847* | 0% | *67,847* | *0%* |
| Special Tax Requisition - SSI LTA (SSIWPA) | 60,000 | 43,500 | *44,000* | | **-** | (43,500) | -100% | *(44,000)* | -100% | *(60,000)* | *-100%* |
| Property Tax Levy - Bowen Base | 323,769 | 323,769 | *346,000* | | **345,989** | 22,220 | 7% | *(11)* | 0% | *22,219* | *7%* |
| *23.5%* Property Tax Levy - Bowen General Increase | | 980 | | | **81,449** | 80,469 | 8207% | *81,449* | 0% | *81,449* | *0%* |
| *1.0%* Property Tax Levy - Bowen NMC Increase | | 21,239 | | | **3,391** | (17,849) | -84% | *3,391* | 0% | *3,391* | *0%* |
| Interest Income | 168,943 | 133,000 | *287,000* | | **190,000** | 57,000 | 43% | *(97,000)* | -34% | *21,057* | *12%* |
| Other income | 450 | - | - | | **-** | - | 0% | - | 0% | *(450)* | *-100%* |
| Transfer from General Revenue Surplus Fund | | | | | **-** | - | 0% | - | 0% | - | *0%* |
| Transfer from LTC Specific Reserve Fund | | | | | **-** | - | 0% | - | 0% | - | *0%* |
| Transfer from SSIWPA Reserve Fund | | | | | **-** | - | 0% | - | 0% | - | *0%* |
| **Total Revenue** | 8,774,320 | 9,330,309 | *9,678,741* | | **10,374,616** | *1,044,307* | *11%* | *695,875* | *7%* | *1,600,296* | *18%* |
| **EXPENSES** | | | | | | | | | | | |
| Amortization expense | 177,337 | 178,000 | *174,000* | | **229,000** | 51,000 | 29% | *55,000* | 32% | *51,663* | *29%* |
| Applications sponsored by EC | 5,950 | 15,000 | *10,000* | | **15,000** | - | 0% | *5,000* | 50% | *9,050* | *152%* |
| Gain/Loss on Disposal | (5,712) | - | - | | **-** | - | 0% | - | 0% | *5,712* | *-100%* |
| NAPTEP Applications sponsored by EC | - | 1,000 | *1,000* | | **1,000** | - | 0% | - | 0% | *1,000* | *0%* |
| History and Heritage Funding Grants-in-Aid | 6,000 | - | *0* | | **10,000** | 10,000 | 0% | *10,000* | 0% | *4,000* | *67%* |
| Audit | 20,660 | 21,000 | *21,000* | | **22,000** | 1,000 | 5% | *1,000* | 5% | *1,340* | *6%* |
| Bank Charges & Interest | 2,376 | 3,500 | *3,000* | | **3,000** | (500) | -14% | - | 0% | *624* | *26%* |
| Board of Variance | 1,332 | 1,200 | *1,000* | | **1,200** | - | 0% | *200* | 20% | *(132)* | *-10%* |
| Carbon Offset Purchases | - | - | - | | **-** | - | 0% | - | 0% | - | *0%* |
| Committee Meeting Expense - FPC | 78 | - | - | | **-** | - | 0% | - | 0% | *(78)* | *-100%* |
| Committee Meeting Expense - RPC | 452 | 1,000 | *2,000* | | **2,800** | 1,800 | 180% | *800* | 40% | *2,348* | *520%* |
| Committee Meeting Expense - TPC | 3,709 | 2,000 | *1,000* | | **3,700** | 1,700 | 85% | *2,700* | 270% | *(9)* | *0%* |
| Committee Meeting Expense - Governance | - | 3,000 | *3,000* | | **-** | (3,000) | -100% | *(3,000)* | -100% | - | *0%* |
| Committee Meeting Expense - Accessibility* | - | 2,500 | *2,000* | | **-** | (2,500) | -100% | *(2,000)* | -100% | - | *0%* |
| Cultural Working Group | - | - | - | | **-** | - | 0% | - | 0% | - | *0%* |
| Communications and ITC Fundraising | 44,128 | 73,500 | *64,000* | | **73,000** | (500) | -1% | *9,000* | 14% | *28,872* | *65%* |
| FN Protocol Funds | 225 | - | - | | **-** | - | 0% | - | 0% | *(225)* | *-100%* |
| SW Support and Licensing | 92,806 | 150,200 | *150,000* | | **194,100** | 43,900 | 29% | *44,100* | 29% | *101,294* | *109%* |
| Internet | 46,991 | 46,300 | *48,000* | | **46,700** | 400 | 1% | *(1,300)* | -3% | *(291)* | *-1%* |
| Technical Support | 79,029 | 60,000 | *60,000* | | **95,000** | 35,000 | 58% | *35,000* | 58% | *15,971* | *20%* |
| Meeting Streaming Services | 17,172 | 15,000 | *15,000* | | **15,000** | - | 0% | - | 0% | *(2,172)* | *-13%* |
| Contingency | - | 5,000 | *5,000* | | **5,000** | - | 0% | - | 0% | *5,000* | *0%* |
| Contracted Temporary Staffing | 90,339 | 2,500 | *22,000* | | **-** | (2,500) | -100% | *(22,000)* | -100% | *(90,339)* | *-100%* |
| Elections - General | 157,631 | - | - | | **-** | - | 0% | - | 0% | *(157,631)* | *-100%* |
| Elections - By-elections | - | 7,000 | *7,000* | | **7,000** | - | 0% | - | 0% | *7,000* | *0%* |
| Insurance | 198,517 | 208,150 | *208,000* | | **220,410** | 12,260 | 6% | *12,410* | 6% | *21,893* | *11%* |
| ITC - Board Honoraria | 6,350 | 7,000 | *8,000* | | **7,000** | - | 0% | *(1,000)* | -13% | *650* | *10%* |
| ITC - Board Meeting Expense | 2,867 | 1,425 | *1,000* | | **2,850** | 1,425 | 100% | *1,850* | 185% | *(17)* | *-1%* |
| ITC - Board Training & Conferences | 1,484 | 1,600 | *2,000* | | **1,600** | - | 0% | *(400)* | -20% | *117* | *8%* |
| ITC - Property Management | 119,106 | 159,930 | *160,000* | | **166,140** | 6,210 | 4% | *6,140* | 4% | *47,034* | *39%* |
| ITC - Conservation Planning & Land Securement | 21,697 | 26,550 | *16,000* | | **26,550** | - | 0% | *10,550* | 66% | *4,853* | *22%* |
| ITC - Ecosystem Mapping | - | 18,000 | *5,000* | | **18,000** | - | 0% | *13,000* | 260% | *18,000* | *0%* |
| Land Title Registrations | 3,412 | 3,900 | *3,000* | | **4,780** | 880 | 23% | *1,780* | 59% | *1,368* | *40%* |
| Legal - general | 88,071 | 69,998 | *99,000* | | **96,095** | 26,096 | 37% | *(2,905)* | -3% | *8,024* | *9%* |
| Legal - bylaw enforcement litigation | 65,859 | 80,000 | *125,000* | | **75,700** | (4,300) | -5% | *(49,300)* | -39% | *9,841* | *15%* |
| Legal - litigation defence | 188,814 | 72,356 | *47,000* | | **76,720** | 4,364 | 6% | *29,720* | 63% | *(112,094)* | *-59%* |
| LTC "Trustee Expenses" | 1,889 | 4,500 | *4,000* | | **2,600** | (1,900) | -42% | *(1,400)* | -35% | *711* | *38%* |
| LTC "Executive Expense on LTC's" | 15,914 | 12,000 | *30,000* | | **36,900** | 24,900 | 208% | *6,900* | 23% | *20,986* | *132%* |
| LTC Meeting Expenses | 29,652 | 13,000 | *34,000* | | **19,105** | 6,105 | 47% | *(14,895)* | -44% | *(10,547)* | *-36%* |
| LTC Local Exp APC Meeting Expenses | 3,723 | 4,860 | *9,000* | | **6,665** | 1,805 | 37% | *(2,335)* | -26% | *2,942* | *79%* |
| LTC Local Exp Communications | 4,988 | 5,000 | *7,000* | | **6,434** | 1,434 | 29% | *(566)* | -8% | *1,446* | *29%* |
| LTC Local Exp Special Projects | 242 | 4,750 | - | | **-** | (4,750) | -100% | - | 0% | *(242)* | *-100%* |
| Meeting Expense | 82,117 | 122,975 | *123,000* | | **137,400** | 14,425 | 12% | *14,400* | 12% | *55,283* | *67%* |
| Memberships | 15,306 | 16,440 | *16,000* | | **18,700** | 2,260 | 14% | *2,700* | 17% | *3,394* | *22%* |

**ISLANDS TRUST**
**BUDGET DRAFT:**
**Fiscal Year 2024/25**

| | 2022/23 | 2023/24 | | | 2024/25 | *Budget-Budget Comparisons* | | Budget-Forecast Comparisons | | *Budget-Actual Comparisons* | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | ACTUALS *elections* | BUDGET | Q2 Forecast | | **Draft BUDGET** | Budget Change $ | Budget Change % | Change $ | Change % | *Draft budget vs 2023 actuals* | *Draft Budget to 2023 actuals % change* |
| Notices - Statutory & Non-Statutory | 16,167 | 17,850 | *16,000* | | **17,850** | - | 0% | *1,850* | 12% | *1,683* | *10%* |
| FOI & Records Management* | - | 10,000 | *10,000* | | **15,000** | 5,000 | 50% | *5,000* | 50% | *15,000* | *0%* |
| Office - Lease costs | 426,537 | 421,800 | *422,000* | | **449,600** | 27,800 | 7% | *27,600* | 7% | *23,063* | *5%* |
| Office - outside services | 54,241 | 53,500 | *54,000* | | **59,100** | 5,600 | 10% | *5,100* | 9% | *4,859* | *9%* |
| Postage, Courier & Delivery | 6,812 | 9,050 | *8,000* | | **7,760** | (1,290) | -14% | *(240)* | -3% | *948* | *14%* |
| Recruitment & Labour Relations | 16,820 | 21,000 | *21,000* | | **21,000** | - | 0% | - | 0% | *4,180* | *25%* |
| Payroll Processing* | - | 19,500 | *20,000* | | **20,700** | 1,200 | 6% | *700* | 4% | *20,700* | *0%* |
| Safety | 4,840 | 5,000 | *5,000* | | **5,100** | 100 | 2% | *100* | 2% | *260* | *5%* |
| Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS | 2,246,658 | 2,642,038 | *5,999,000* | | **2,881,539** | 239,500 | 9% | *(3,117,461)* | -52% | *634,881* | *28%* |
| Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS | 570,058 | 671,078 | *0* | | **731,911** | 60,833 | 9% | *731,911* | 0% | *161,852* | *28%* |
| Sal & Ben - Salaries - Planners & RPMs | 1,240,487 | 1,519,311 | *0* | | **1,593,307** | 73,996 | 5% | *1,593,307* | 0% | *352,820* | *28%* |
| Sal & Ben - Benefits - Planners & RPMs | 313,071 | 385,905 | *0* | | **404,700** | 18,795 | 5% | *404,700* | 0% | *91,629* | *29%* |
| Sal & Ben - Salaries - Planning Support | 427,850 | 499,616 | *0* | | **497,802** | (1,813) | 0% | *497,802* | 0% | *69,952* | *16%* |
| Sal & Ben - Benefits - Planning Support | 108,267 | 126,902 | *0* | | **126,442** | (461) | 0% | *126,442* | 0% | *18,175* | *17%* |
| Sal & Ben - Salaries - Bylaw | 251,140 | 306,518 | *0* | | **320,833** | 14,316 | 5% | *320,833* | 0% | *69,693* | *28%* |
| Sal & Ben - Benefits - Bylaw | 64,285 | 77,855 | *0* | | **81,492** | 3,636 | 5% | *81,492* | 0% | *17,207* | *27%* |
| Stationery & Supplies | 41,580 | 29,020 | *33,000* | | **42,051** | 13,031 | 45% | *9,051* | 27% | *471* | *1%* |
| Subscriptions | 5,288 | 5,360 | *10,000* | | **7,900** | 2,540 | 47% | *(2,100)* | -21% | *2,612* | *49%* |
| Telephone | 14,011 | 18,100 | *14,000* | | **13,100** | (5,000) | -28% | *(900)* | -6% | *(911)* | *-7%* |
| Mobile Devices | 25,755 | 29,240 | *26,000* | | **25,070** | (4,170) | -14% | *(930)* | -4% | *(685)* | *-3%* |
| Training - Organization-wide | 3,006 | 5,000 | *5,000* | | **3,200** | (1,800) | -36% | *(1,800)* | -36% | *194* | *6%* |
| Training - staff recognition & meetings | 11,516 | 15,800 | *12,000* | | **11,200** | (4,600) | -29% | *(800)* | -7% | *(316)* | *-3%* |
| Training & Conferences | 32,699 | 47,800 | *56,000* | | **51,775** | 3,975 | 8% | *(4,225)* | -8% | *19,076* | *58%* |
| Travel for Training | 19,901 | 17,950 | *40,000* | | **29,050** | 11,100 | 62% | *(10,950)* | -27% | *9,149* | *46%* |
| Travel | 71,255 | 63,475 | *88,000* | | **76,725** | 13,250 | 21% | *(11,275)* | -13% | *5,470* | *8%* |
| Trustee Remuneration | 555,215 | 589,978 | *588,000* | | **621,045** | 31,066 | 5% | *33,045* | 6% | *65,829* | *12%* |
| Trustee Remuneration - CPP Expense | 22,132 | 20,778 | *21,000* | | **22,033** | 1,255 | 6% | *1,033* | 5% | *(99)* | *0%* |
| Trustee Remuneration - Health/Dental benefits | 47,727 | 76,550 | *64,000* | | **65,870** | (10,680) | -14% | *1,870* | 3% | *18,143* | *38%* |
| Trustee Remuneration - Pay in Lieu of benefits | 667 | - | - | | **-** | - | 0% | - | 0% | *(667)* | *-100%* |
| Trustee Remuneration - Employer Health Tax | 10,895 | 11,505 | *11,000* | | **12,110** | 606 | 5% | *1,110* | 10% | *1,215* | *11%* |
| **Operating Budget Subtotal** | *8,199,392* | *9,137,613* | *9,009,000* | | **9,862,415** | 724,801 | 8% | 853,415 | 9% | 1,663,023 | 20% |
| Amortization budget adjustment (not taxed for) | | (178,000) | | | (229,000) | (51,000) | 29% | *(229,000)* | *0%* | *(229,000)* | *0%* |
| **Net Operating Budget Subtotal** | *8,199,392* | *8,959,613* | *9,009,000* | | **9,633,415** | 673,801 | 8% | 624,415 | 7% | 1,434,023 | 17% |
| **PROJECTS** | | | | | | | | | | | |
| LTA Projects: | | | | | | | | | | | |
| LTA Work Funded by Special requisition (SWIPPA) | 59,599 | 43,500 | *31,000* | | **-** | (43,500) | -100% | *(31,000)* | -100% | *(59,599)* | *-100%* |
| LTC Projects, partially funded by LTC reserve fund | 110,430 | 286,000 | *97,000* | | **355,500** | 69,500 | 24% | *258,500* | 266% | *245,070* | *222%* |
| LTC Projects funded by Special Requisition Surplus Fund | 57,294 | - | - | | **-** | - | 0% | - | 0% | *(57,294)* | *-100%* |
| LTC Projects Funded by Approved Grants (590) - SSI LTA | 3,851 | - | *75,000* | | **100,000** | 100,000 | 0% | *25,000* | 33% | *96,149* | *2497%* |
| LTC Projects Funded by Contingent Grants (590) | | 1 | - | | **1** | - | 0% | *1* | 0% | *1* | *0%* |
| Strategic Plan Projects | | | | | | | | | | | |
| Reconciliation Action Plan implementation | 7,219 | 30,000 | *30,000* | | **25,000** | (5,000) | -17% | *(5,000)* | -17% | *17,781* | *246%* |
| Policy Statement Amendment | 67,430 | 30,000 | *34,000* | | **35,000** | 5,000 | 17% | *1,000* | 3% | *(32,430)* | *-48%* |
| Stewardship Education Program | 10,398 | 15,000 | *14,000* | | **15,000** | - | 0% | *1,000* | 7% | *4,602* | *44%* |
| Secretariat Services | 12,513 | 12,000 | *12,000* | | **15,000** | 3,000 | 25% | *3,000* | 25% | *2,487* | *20%* |
| Housing Needs Assessment: North/South Gulf Islands | | 30,000 | *30,000* | | **110,000** | 80,000 | 267% | *80,000* | 267% | *110,000* | *0%* |
| Housing Strategy and Housing Options Toolkit | | | | | **30,000** | 30,000 | 0% | *30,000* | 0% | *30,000* | *0%* |
| First Nations Engagement Plan | | 10,000 | *10,000* | | **18,000** | 8,000 | 80% | *8,000* | 80% | *18,000* | *0%* |
| Governance Committee Project Funds | | | | | **3,000** | 3,000 | 0% | *3,000* | 0% | *3,000* | *0%* |
| Heritage Overlay Mapping | | - | | | **-** | - | 0% | - | 0% | - | *0%* |
| Indigenous Watersheds Initiative | | 22,000 | *22,000* | | **-** | (22,000) | -100% | *(22,000)* | -100% | - | *0%* |
| Governance Review Projects | | - | | | **-** | - | 0% | - | 0% | - | *0%* |
| Website Design/Functionality updates | | - | | | **-** | - | 0% | - | 0% | - | *0%* |
| Freshwater Sustainability Strategy | | - | | | **-** | - | 0% | - | 0% | - | *0%* |
| Broadcast Public Meetings | | - | | | **-** | - | 0% | - | 0% | - | *0%* |
| Housing Initiatives | 5,000 | - | | | **-** | - | 0% | - | 0% | *(5,000)* | *-100%* |
| Groundwater Recharge Mapping | 72,915 | 10,000 | *10,000* | | **-** | (10,000) | -100% | *(10,000)* | -100% | *(72,915)* | *-100%* |
| Eelgrass Mapping | | - | - | | **-** | - | 0% | - | 0% | - | *0%* |
| | | | | | | - | 0% | - | 0% | - | *0%* |
| Operational Projects | | | | | | - | 0% | - | 0% | - | *0%* |
| Electronic Records Management Improvement Project | | | | | **-** | - | 0% | - | 0% | - | *0%* |
| Cityview: Bylaw Portal | | - | | | **90,000** | 90,000 | 0% | *90,000* | 0% | *90,000* | *0%* |
| Building Footprint: Data Update | | - | | | **10,000** | 10,000 | 0% | *10,000* | 0% | *10,000* | *0%* |
| LG Development Approvals Program: PS | 193,857 | 147,795 | *148,000* | | **-** | (147,795) | -100% | *(148,000)* | -100% | *(193,857)* | *-100%* |
| * Expense Claim System Upgrades | | 15,000 | *15,000* | | **-** | (15,000) | -100% | *(15,000)* | -100% | - | *0%* |
| **Projects Total** | 540,906 | 651,296 | *528,000* | | **806,501** | 155,205 | 24% | 278,501 | 53% | 265,595 | 49% |

**ISLANDS TRUST**
**BUDGET DRAFT:**
**Fiscal Year 2024/25**

| | 2022/23 | 2023/24 | | | 2024/25 | *Budget-Budget Comparisons* | | Budget-Forecast Comparisons | | *Budget-Actual Comparisons* | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | ACTUALS *elections* | BUDGET | Q2 Forecast | | **Draft BUDGET** | Budget Change $ | Budget Change % | Change $ | Change % | *Draft budget vs 2023 actuals* | *Draft Budget to 2023 actuals % change* |
| | | | | | | | | | | - | |
| **Total Operating + Projects Expenditures** | 8,740,298 | 9,788,909 | 9,537,000 | | **10,668,916** | 1,504,258 | 17% | 1,131,916 | 12% | 2,062,073 | 24% |
| **CAPITAL** | | | | | | | | | | | |
| Computer H/W & S/W | 5,000 | 129,300 | *129,000* | | **148,700** | 19,400 | 15% | *19,700* | 15% | *143,700* | *2874%* |
| Computer HW for new trustees | - | - | | | **-** | - | 0% | - | 0% | - | *0%* |
| Software - separate from Hardware for 2021 | 4,054 | - | | | **-** | - | 0% | - | 0% | *(4,054)* | *-100%* |
| Office - Equipment & Furniture | 2,333 | 5,000 | *6,000* | | **5,000** | - | 0% | *(1,000)* | -17% | *2,667* | *114%* |
| Office - Relocation | | | | | **210,000** | 210,000 | 0% | *210,000* | 0% | *210,000* | *0%* |
| Office - Renovations | | - | | | **-** | - | 0% | - | 0% | - | *0%* |
| **Total Capital Spending** | 11,387 | 134,300 | *135,000* | | **363,700** | 229,400 | 171% | *228,700* | 169% | *352,313* | *3094%* |
| **Total Cash Operating, Projects, Capital Budget** | 8,751,684 | 9,745,209 | *9,672,000* | | **10,803,616** | 1,058,406 | 11% | *1,131,616* | 12% | *2,051,931* | *23%* |
| **Net Surplus (Shortfall)** | 22,636 | (414,900) | *7,000* | | **(429,000)** | (14,100) | 3% | *(436,000)* | -6229% | *(451,635)* | *-1995%* |
| **Surplus (deficit)** | 22,636 | (414,900) | *7,000* | | **(429,000)** | (14,100) | 3% | *(436,000)* | -6229% | *(451,635)* | *-1995%* |
| Funded by: | | | | | | | | | | | |
| Change in Amounts invested in Tangible Capital Assets | 75,719 | 0 | (20,000) | | **-** | | | | | | |
| Transfer from (to) General Revenue Surplus Fund | (98,764) | 231,000 | (71,000) | | **210,000** | | | | | | |
| Transfer from (to) LTC Project Specific Reserve Fund | 3,116 | 183,900 | 97,000 | | **219,000** | | | | | | |
| Transfer (to) from Special Tax Requisition Fund | 56,892 | 0 | (13,000) | | **-** | | | | | | |
| **Net Balance** | **59,599** | **0** | - | | **0** | | | | | | |

**Islands Trust**
**Proposed Strategic Plan Projects**
**Fiscal Year 2024/25**

| | DESCRIPTION | AMOUNT | *Funding Source* | |
|---|---|---|---|---|
| **STRATEGIC PLAN:** | | | | |
| #4.6 | Reconciliation Action Plan implementation | 25,000 | *taxes* | Strategic Plan Projects (EC-TPC) |
| #3.1, 4.4, 5.6 | Policy Statement Amendment | 35,000 | *taxes* | Strategic Plan Projects (EC-TPC) |
| #4.3 | Stewardship Education Program | 15,000 | *taxes* | Strategic Plan Projects (TPC) |
| #5.2 | Secretariat Services | 15,000 | *taxes* | Strategic Plan Projects (TPC) |
| | Housing Needs Assessment: North/South Gulf Islands | 110,000 | *taxes* | Strategic Plan Projects (RPC) |
| | Housing Strategy and Housing Options Toolkit | 30,000 | *taxes* | Strategic Plan Projects (RPC) |
| **Total Proposed Strategic Plan Projects** | | **230,000** | | |

**Islands Trust**
**Proposed Operational Projects**
**Fiscal Year 2024/25**

| DESCRIPTION | AMOUNT | *Funding Source* |
|---|---|---|
| **OPERATIONAL INITIATIVES** | | |
| Cityview: Bylaw Portal | 90,000 | *taxes* |
| Building Footprint: Data Update | 10,000 | *taxes* |
| SSI Office Relocation | 210,000 | *surplus* |
| MS 365 Upgrade | 34,000 | *taxes* |
| **Total Operational Initiatives** | **344,000** | |

**ISLANDS TRUST**
**Fiscal Year 2024/25**
**PROPOSEED LTC PROJECTS**

| ITEM | AMOUNT | TOTAL |
|---|---|---|
| **Specific Projects >$5000:** | | |
| DE: Housing Review | $ 15,000 | |
| GAB:OCP and LUB Comprehensive Review | $ 77,000 | |
| MA: Housing Options | $ 10,000 | |
| NP:Housing Access and Affordability | $ 15,000 | |
| HO:First Nations | $ 19,500 | |
| SSI:OCP and LUB Review | $ 96,000 | |
| SSI: Ganges (Shiya'hwt/SYOW̲ T) Village Area Plan | $ 86,500 | **$ 319,000** |
| **Minor Projects:** | | |
| Pool for Allocation to LTCs in Year | | **36,500** |
| **Total LTC Projects in General budget** | | **355,500** |

**Islands Trust**
**Budget 2024/25**
**SURPLUS ALLOCATIONS**

Per policy 6.5.1 - " The General Revenue Surplus Fund may be used to fund significant and/or unanticipated general expenditures, for major emergent operating issues and for onetime and intermittent projects that would create a potential deficit situation at yearend. Trust Council must approve the amount of surplus to be used.

| Area | Project/Area | Prior Year Carryover $ - allocated from surplus | New $ allocated from surplus | Total Surplus Funding in 2024/25 |
|---|---|---|---|---|
| | **Allocation of Funding Transferred from General Revenue Surplus Funds:** | | | |
| Ops | SSI Office Relocation | | 210,000 | **210,000** |
| | Total transfer from General Revenue Surplus Fund (GRSF) | - | 210,000 | **210,000** |
| | **Allocation of Funding Transferred from LTC Project Specific Reserve Fund:** | | | |
| | Pool for Allocation to LTCs in Year | - | 36,500 | $ 36,500 |
| | Salt Spring Bylaw Review - Procedural Updates (OCP/LUB) | 96,000 | - | $ 96,000 |
| | Salt Spring Ganges Village Area Planning | 86,500 | - | $ 86,500 |
| | | 182,500 | 36,500 | **219,000** |
| | **TOTAL TRANSFER FROM ALL SURPLUS AND RESERVE FUNDS** | | | **$ 429,000** |

**Islands Trust**
**Proposed Staffing Changes**
**Fiscal Year 2024/25**

| CATEGORY | DESCRIPTION | AMOUNT | *Funding Source* |
|---|---|---|---|
| **STAFFING, Permanent (P)** | | | |
| | New ITC STAFF *(FT, estimated start date Aug 1), funded by taxes* | | |
| | Salary | 85,900 | |
| | Benefits | 21,800 | |
| | Travel | - | |
| | Mobile Phone | - | |
| | Computer - Laptop | 1,500 | |
| | Training | 1,500 | |
| | | **110,700** | *Taxes* |
| | New GIS staff *(FT, estimated start date Aug 1), funded by taxes* | | |
| | Salary | 69,900 | |
| | Benefits | 17,800 | |
| | Travel | 9,000 | |
| | Mobile Phone | - | |
| | Computer - Laptop | 1,500 | |
| | Training | 2,000 | |
| | | **100,200** | *Taxes* |
| | **Total New Staff (P) Costs** | **210,900** | |
| **STAFFING, Temporary (T)** | | | |
| | Planning Services Co-op Student *(FT, 4 months), funded by taxes* | | |
| | Salary | 17,600 | |
| | Benefits | 4,500 | |
| | Pacific Leaders Tuition Grant | - | |
| | Travel | - | |
| | Mobile Phone (none) | - | |
| | Computer - Desktop (existing machines available) | - | |
| | Training (to be completed in-house) | - | |
| | Total PS Co-op Student | **22,100** | *Taxes* |
| | ITC Species at Risk Co-op Student *(FT, 4 months), funded by grants* | | |
| | Salary | 16,300 | |
| | Benefits | 3,800 | |
| | Pacific Leaders Tuition Grant | 2,800 | |
| | Travel | - | |
| | Mobile Phone (none) | - | |
| | Computer - Desktop (existing machines available) | - | |
| | Training (to be completed in-house) | - | |
| | Total ITC Co-op Student | **22,900** | *Grant* |
| | **Total New Staff (T) Costs** | **67,100** | |

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | Trust Council | **For the Meeting of:** | December 6, 2023 |
| **From:** | Financial Planning Committee (not reviewed) | **Date Prepared:** | November 16, 2023 |
| **SUBJECT:** | **Summary of Data for Budget Discussion** | | |

**PURPOSE:**

To provide Trust Council with a summary of FPC-determined key information outlined in funding request business cases, to facilitate discussion and decision making in relation to the draft 2024/25 budget.

**BACKGROUND:**

At its November 2023 meeting, Financial Planning Committee (FPC) made the following resolution (numbering of bullets added by staff for purposes of this report):

*"That Financial Planning Committee recommend to Trust Council that Trust Council review:*

1. *progress against plans for current fiscal year*
2. *staff vacancies and turnover*
3. *risks posed by unavailability of staff resources as described in the business cases*
4. *staff resources required across ALL supported projects and activities for the proposed budget*

*and contemplate prioritising and deferring some activities, so that critical work can be accomplished and staff stress and load is reduced."*

The FPC provided clarity that they were requesting a consolidated summary of the information noted above to be drafted and included in the TC agenda package, in table format where possible. Staff confirmed understanding that this was essentially a request to consolidate existing information into a single report to facilitate ease of review at the TC table.

**Item 1** re: progress against current year plan is addressed in the second quarter financial reporting and financial forecast, which are included in this agenda. A summary of current year financial progress to date and forecasted progress for the year, related specifically to programs and project expenses, is as follows:

(see page over)

| | | Year-to-Date | | Forecast | | |
|---|---|---|---|---|---|---|
| Expense Line | Approved 2023/24 Budget | 6 months spending to Sept 30, 2023 | *% of Budget Spent* | 2023/24 Financial Forecast | *% of Budget Forecasted to be Spent* | Notes |
| Contracted Temporary Staffing | $ 2,500 | $ 21,956 | *878%* | $ 22,000 | *880%* | Note 1 |
| Expense Claim System Upgrades | 15,000 | - | *0%* | 15,000 | *100%* | |
| First Nations Engagement Plan | 10,000 | - | *0%* | 10,000 | *100%* | |
| FOI & Records Management | 10,000 | 2,930 | *29%* | 10,000 | *100%* | |
| FW: Groundwater Recharge Mapping | 10,000 | 721 | *7%* | 10,000 | *100%* | |
| Housing Strategy | 30,000 | 17,908 | *60%* | 30,000 | *100%* | |
| ITC "Conservation Planning & Land Securement" | 26,550 | 2,503 | *9%* | 16,000 | *60%* | Note 2 |
| ITC "Ecosystem Mapping" | 18,000 | - | *0%* | 5,000 | *28%* | Note 3 |
| ITC "Property Management" | 159,930 | 46,700 | *29%* | 160,000 | *100%* | |
| Land Title Registrations | 3,900 | 1,370 | *35%* | 3,000 | *77%* | Note 4 |
| LG Development Approvals Program | 147,795 | 13,120 | *9%* | 147,796 | *100%* | |
| Policy Statement Review | 30,000 | 4,898 | *16%* | 34,000 | *113%* | |
| Reconciliation Action Plan | 30,000 | 3,855 | *13%* | 30,000 | *100%* | |
| Regional Freshwater Management | 22,000 | 7,161 | *33%* | 22,000 | *100%* | |
| Secretariat Services | 12,000 | 2,343 | *20%* | 12,000 | *100%* | |
| Senior Video Project | - | 364 | *100%* | 364 | *100%* | |
| Stewardship Education | 15,000 | 1,841 | *12%* | 14,000 | *93%* | Note 5 |
| LTC Projects | 329,500 | 21,701 | *7%* | 203,000 | *62%* | Note 6 |
| TOTAL | 872,175 | 149,370 | *17%* | 744,160 | *85%* | |

Note 1: Fully Offset by underspending in salaries
Note 2: Offset by overspending in ITC legal fees relating to land securement
Note 3: Project scale reduced due to staff capacity constraints
Note 4: Less activity than anticiapted
Note 5: Fewer mailings for Living in the Trust Area than anticipated due to slowdown in resident turnover.
Note 6: Two large SSI projects not advancing, SSIWPA underspending

**Item 2** re: staff vacancies is addressed in the second quarter financial reporting and forecast which is included in this agenda. A summary of staff vacancies taken from the forecast report is as follows:

"Staff salaries and benefits is forecasted to be underspent by $230,000 (9%) due to the following staff vacancies:

- Meeting Administrator – forecasted vacant for 8 months ($34,000)
- Planning Team Assistant, Salt Spring Island office – forecasted vacant for 5.5 months ($25,000)
- Island Planner, Northern office - forecasted to work less than full time for the full year ($37,000)
- Island Planner, Northern office – forecasted to be vacant for the full year, partially offset by Planner 2 backfill costs ($34,000)
- Administrative Coordinator – forecasted vacant for 9 months ($49,000)
- Manager of Accounting and Finance – forecasted vacant for 9 months ($94,000)
- Senior Indigenous Relations Advisor – forecasted vacant for 3.5 months ($27,000)
- Planning Team Assistant, Southern office – forecasted vacant for 5.5 months ($25,000)."

Note: This information reflects actual and anticipated vacancies and savings as at the end of quarter two. Staff use this information to make plans for the remainder of the year in terms of hiring temporary backfill staff. As such, this forecasted underspend at end of quarter two is likely to be reduced based on plans for the remainder of the year.

Historically, vacancies and staff movement are seen most frequently in Planning Services (PS) staff, and Trust Area Services (TAS) staff (communications, senior policy advisor, senior intergovernmental relations advisor). Hiring competitions completed in the last three years, excluding internal staff movements, are as follows:
FY2022 – 16 hiring competitions (9 PS, 5 TAS, 2 ITC)
FY2023 – 23 hiring competitions (17 PS, 1 TAS*, 3 ITC, 2 HR)
FY2024 (7 months) – 19 hiring competitions (11 PS, 5 TAS, 2 ITC, 1 EXEC)
**fewer hirings due to long vacancies*

The Islands Trust org chart can be found on the website here for reference if useful.

**Item 3** re: risks noted in business cases associated with staff capacity shortages is summarised here for review. These risks are those that have been clearly identified in specific business case submissions that form part of the draft 2024/25 budget. Business cases for new staff positions have been excluded.

**Planning Services**

Feasibility report:
RPC has 2 planned projects and LTCs collectively have 7 planned projects for a total of 9 projects with business case submissions to the draft 2024/25 budget associated with planning services work. The planning services feasibility report estimates required staff hours to complete all these projects at 4750 hours, with available staff hours estimated at 4600 hours. The shortfall of 150 hours (4.6 weeks) is assessed as negligible.

Housing Needs Assessment RPC Project:
No staffing risks identified in associated business case.

Housing Strategy and Housing Options Toolkit RPC Project:
No staffing risks identified in associated business case.

Denman LTC Project:
No staffing risks identified in associated business case.

Gabriola LTC Project:
Noted staff factors that could negatively affect the project outcome or deliverables:
- Regional planning team capacity to manage project
- Capacity and expertise required to support mapping and data needs
- Other staff's capacity to support the project (assumed to mean non-planning staff)

Mayne LTC Project:
Requires support from Senior Indigenous Relations Advisor (SIRA), the Senior Freshwater Specialist, mapping and communications staff as needed.

Noted staff factors that could negatively affect the project outcome or deliverables:
1. Lack of staff resources: the regional planning team may not be able to support the project due to other on-going projects or staff shortages

North Pender LTC Project:
Requires support from Senior Indigenous Relations Advisor (SIRA), the Senior Freshwater Specialist, mapping and communications staff as needed.

Noted staff factors that could negatively affect the project outcome or deliverables:
1. Lack of staff resources: the regional planning team may not be able to support the project due to other on-going projects or staff shortages

Hornby LTC Project:
Requires support from senior management, Senior Indigenous Relations Advisor (SIRA), Communications Specialist, TAS, Legislative Services.

Noted staff factors that could negatively affect the project outcome or deliverables:
1. Regional Planning Team capacity to manage the project in 2024/2025 along with other LTC projects that are yet to be approved for that time frame
2. A strategic and coordinated approach is needed at the senior governance and management level to inform and support the approach and identify the staff to support it.
3. Islands Trust staff capacity: Uncertainty of staff allocation for time and limited hours of staff time available to any large level of activities.

SSI LTC Project (OCP/LUB) and (Village Area Plan):
Requires support from finance, information services, Trust Area Services.

Noted staff factors that could negatively affect the project outcome or deliverables:
1. First Nations engagement will be critical to the success of this project and an outsized role is anticipated in staff resources from this departmental function.

SSI Office Relocation:
No risks to staffing identified in business case.

**Trust Area Services**

Secretariat Services:
Noted staff factors that could negatively affect the project outcome or deliverables:
1. Sufficient staff time to administer and deliver the program. If there is a critical staff vacancy, program delivery would be impacted. Also, the program depends on program staff time not being allocated to other initiatives by other Trust bodies.
2. Availability of contractor to offer administrative support to coordination group.

Stewardship Education Program:
Noted staff factors that could negatively affect the project outcome or deliverables:
1. Sufficient staff time to administer and deliver the program. If there is a critical staff vacancy, program delivery may be impacted.
2. Availability of contractor to develop mailing list.

Policy Statement Amendment Project:
Noted staff factors that could negatively affect the project outcome or deliverables:
1. Lack of backfill for regular Senior Policy Advisor work leading to lack of progress on other initiatives and/or staff burnout. This business case assumes that the Senior Policy Advisor position is seconded to this project full-time, as has been the case in recent years. This means that the other duties that this position is responsible for do not have dedicated staff resources. In recent years, the Director of Trust Area Services has been undertaking many of these additional duties in addition to her regular work (often outside of regular work hours), and the Grants Manager has taken on legislative monitoring, and drafting of local trust committee advocacy letters and thank you letters to Trust Council delegates, as time permits within regular work hours. This informal backfill by the Director is not sustainable into the future and the ability of

the Grants Manager to continue to support additional activities is in question as the demand for grant-related support is on the rise. The risk is that Trust Area Services' work in other areas (e.g. Trust Council/local trust committee advocacy/coordination, policy research/development, legislative monitoring, indicator reporting, agreement monitoring/development, organization of special Trust Council sessions, grants in aid administration, research into science topics for accuracy purposes, delegation thank you letters, etc.) would need to be paused or continue to be paused. An additional risk is staff burnout and/or lowered staff morale due to continuing requests for Trust Area Services support that cannot be accommodated in regular working hours.
2. This risk (to other activities supported by Trust Area Services) could be mitigated by Trust Council funding backfill of the Senior Policy Advisor position or halting (not funding) OCP amendment project(s) to free up Planning Services staff time to support.

**Islands Trust Conservancy Services**

First Nations Engagement Plan:

Requires support from 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, SIRA.

Noted staff factors that could negatively affect the project outcome or deliverables:
1. Support from Islands Trust Senior Indigenous Relations Advisor;
2. Availability of ITC Manager to manage the project. The ITC Manager position is already at full capacity, and workload will need to be adjusted to enable this work. In the event that the ITC Manager time is unexpectedly diverted to other needs or if workload cannot be adjusted, the project will need to be delayed.

**Administrative Services**

Building Footprint:

No risks to staffing identified in business case.

CityView Bylaw Portal:

Noted staff factors that could negatively affect the project outcome or deliverables:
1. Substantial IS and Bylaw staff resources, and Bylaw staff training needed for a successful system replacement.
2. Business case identifies a 'Business Analyst' hours requirement of 30 hours. No ID of who this person is at Islands Trust.

**Item 4** re: required staff resources (staff hours) needed to support projects and programming activities with funding in the draft 2024/25 budget is summarised in the attached table. Regular operating activities are not included in the summary.

| # | Request Name | Submitting Political Body | Submitting Document | Budget $ | Est. Staff Hours (min) | Staff Time in Weeks (rounded) |
|---|---|---|---|---|---|---|
| **Strategic & Programming Initiatives** | | | | | | |
| 1 | Corporate Planning | GC | None | $ - | 444 | 14 |
| 2 | History & Heritage Grants in Aid | EC | EC BRF | $ 10,000 | TBD | TBD |
| 3 | Communications | EC | EC BRF | $ 50,000 | TBD | TBD |
| 4 | Reconciliation Action Plan | EC | EC BRF | $ 25,000 | TBD | TBD |
| 5 | EC-Sponsored Applications | EC | EC BRF | $ 15,000 | TBD | TBD |
| 6 | MS365 | EC | EC BRF | $ 34,000 | TBD | TBD |
| 7 | SSI Office Relocation | EC | Business Case | $ 210,000 | 120 | 4 |
| 8 | Policy Statement Amendment Project | EC | Business Case | $ 35,000 | 1600 | 49 |
| 9 | Cityview: Bylaw Portal | EC | Business Case | $ 90,000 | 120 | 4 |
| 10 | Building Footprint Date Layer Update | EC | Business Case | $ 10,000 | 40 | 1.5 |
| 11 | Secretariat Services | TPC | Business Case | $ 15,000 | 96 | 3 |
| 12 | Stewardship Education | TPC | Business Case | $ 15,000 | 270 | 9 |
| 13 | Housing Needs Assessment: North & South Gulf Islanc | RPC | Business Case | $ 110,000 | 100 | 3 |
| 14 | Housing Strategy and Housing Options Toolkit | RPC | Business Case | $ 30,000 | 450 | 14 |
| 15 | ITC FN Engagement Plan | ITC | Business Case | $ 18,000 | 200 | 6 |
| **Total Stretegic & Programming** | | | | **$ 667,000** | **2,996** | **93.5** |
| **Local Trust Committee Projects** | | | | | | |
| 1 | Denman LTC - Housing Review | LTC - DE | Business Case | $ 15,000 | 450 | 14 |
| 2 | Gabriola LTC - OCP and LUB Comprehensive Review | LTC - GB | Business Case | $ 77,000 | 450 | 14 |
| 3 | Mayne LTC - Housing Options | LTC - MA | Business Case | $ 10,000 | 450 | 14 |
| 4 | North Pender LTC - Housing Access and Affordability | LTC - NP | Business Case | $ 15,000 | 450 | 14 |
| 5 | Hornby LTC - First Nations | LTC - HO | Business Case | $ 19,500 | 300 | 19 |
| 6 | Salt Spring LTC OCP and LUB Review | LTC - SS | Business Case | $ 96,000 | 1200 | 37 |
| 7 | Salt Spring LTC Ganges (Shiya'hwt/SYOW T) Village Are | LTC - SS | Business Case | $ 86,500 | 900 | 28 |
| **Total LTC Projects** | | | | **$ 319,000** | **4200** | **140** |
| **Staffing** | | | | | | |
| 1 | ITC Board: Additional Resources Needed (est. Grid27) | ITC | Business Case | $ 110,700 | | |
| 2 | GIS Coordinator | EC | Business Case | $ 100,200 | | |
| 3 | ITC Co-Op Student | ITC | None | $ 23,150 | | |
| 4 | PS Co-Op Student | RPC | None | $ 23,335 | | |
| **Total Staffing** | | | | **$ 257,385** | | |

**ATTACHMENT(S):** None.

**FOLLOW-UP:** As requested.

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**Prepared By:** Director, Administrative Services
**Reviewed By/Date:** CAO

# Islands Trust 2024/25 Business Case Summaries

## Trust Council Initiatives

**Secretariat Services Program**
**Amount:** *$15,000* (BIM contributes)
**Estimated Staff Hours:** 96
**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**.**

**Stewardship Education Program**
**Amount:** *$15,000* (BIM contributes)
**Estimated Staff Hours:** 270
**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.

**Policy Statement Amendment Project (cont'd)**

**Amount:** *$35,000* (BIM contributes)
**Estimated Staff Hours:** 1600+
**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, and third reading by Trust Council, approval by the Minister of Municipal Affairs, and final adoption by Trust Council. The next phase of the project in 2024/25 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 – Housing Needs Reports**
**Amount:** *$110,000* (BIM contributes)
**Estimated Staff Hours:** *100**
**Sponsor:** Regional Planning Committee

This funding would be allocated by the Regional Planning Committee to produce Housing Needs Reports for all local trust areas except Bowen Island Municipality and Salt Spring Island. The existing housing need reports must be updated as per legislation.

*Estimated staff hours may substantively change if requested to engage with community groups and other agencies as discussed at Financial Planning Committee October 18, 2023.

**Regional Planning Committee – Housing Strategy and Housing Options Toolkit**
**Amount:** *$30,000* (BIM contributes)
**Estimated Staff Hours***: 450*
**Sponsor:** Regional Planning Committee

This funding would be allocated by the Regional Planning Committee to implement a Housing Strategy and Housing Options Toolkit.

## Local Trust Committee Initiatives

**Denman Island Housing Review Project – Stage 2 – Phase 2 (cont'd)**
**Amount:** *$15,000*
**Estimated Staff Hours:** 450
**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 – phase 2 (cont'd)**
**Amount:** *$77,000*
**Estimated Staff Hours:** 450
**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, produce water assessment maps, and host public engagement events.

**Hornby Island Relationship Building Actions with K'ómoks First Nation – phase 2 (cont'd)**
**Amount:** *$31,500*
**Estimated Staff Hours:** 300
**Sponsor:** Hornby Island Local Trust Committee

This project will support and carry out activities to promote and build positive political/governance relationships with K'ómoks First Nation. Expenses include honoraria for First Nations participation, event and meeting costs, capacity funding for agreement drafting, legal review.

**Mayne Island Housing Options Project – Phase 2 (cont'd)**
**Amount:** *$10,000*
**Estimated Staff Hours:** 450
**Sponsor:** Mayne Island Local Trust Committee

The project will include exploring and implementing Land Use Bylaw and Official Community Plan amendments to support actions identified in the Draft Housing Action Plan for the following:

- Expanded opportunities to build Secondary Suites and Accessory Dwelling Units
- Increased Opportunities for Non Profit Housing Development
- Permitting Alternative Housing Approaches
- Reducing Ecological Footprint of New Builds

**North Pender Island Housing Access and Affordability Project**
**Amount:** *$15,000*
**Estimated Staff Hours:** 450
**Sponsor:** North Pender Island Local Trust Committee

This project will result in amendments to the Land Use Bylaw and Official Community Plan that would provide opportunities and options to create more housing diversity and affordability. A Housing Action Plan that includes non-bylaw actions could also be developed.

**Salt Spring Island Official Community Plan and Land Use Bylaw Major Review (cont'd)**
**Amount:** *$96,000*
**Estimated Staff Hours:** 1200
**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/SYOW̲ T) Village Area Plan (cont'd)**
**Amount:** *$86,500*
**Estimated Staff Hours:** 900
**Sponsor:** Salt Spring Island Local Trust Committee

This project funding will support the next stage of the Ganges (Shiya'hwt/SYOW̲ T) Village planning process and drafting of the Ganges (Shiya'hwt/SYOW̲ T) Village Area Plan. The funding will be used to hire a consultant for drafting the area plan and public consultation on the plan, provide capacity funding to First Nations to support their participation, and to develop public engagement and communications material. This is expected to be the final year of the project.

## Islands Trust Conservancy Board Initiatives

**Islands Trust Conservancy (ITC) Plan: First Nations Engagement Project**
**Amount:** *$18,000* (BIM contributes)
**Estimated Staff Hours***: 200*
**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. 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.

## Staffing Requests

**Geographical Information Systems (GIS) Coordinator – 1.0 FTE**
**Amount:** *$84,291*
**Estimated Staff Hours:**
**Sponsor:** Executive Committee

The Islands Trust is experiencing a growth in Geographic Information Service (GIS) needs and a corresponding reduction in GIS dedicated personnel which requires attention. Given that the Senior Technical Analyst (Information Service Manager) position has migrated to a general information services management function at a loss of approximately 0.3 FTE of dedicated GIS support, the organization is left with 1.0 FTE, the Technician, to provide all GIS services. There has also been a concurrent increase in GIS service needs across the organization due to volume and complexity of land use applications, long range project mapping needs and Conservancy services. As a result GIS services are becoming overwhelmed and require additional staffing resources. This proposal is to add a new GIS Coordinator position to address the service shortfall.

**ITC Additional staff capacity (business case still in development)**
**Amount: ~***$105,000* (BIM contributes)
**Estimated Staff Hours:** unknown
**Sponsor:** Islands Trust Conservancy Board

This business case is still in development at time of writing.

## Operational Initiatives

**Building Footprint Layer Update in Mapping System**
**Amount:** *$10,000* (BIM contributes)
***Estimated Staff Hours:*** *40*
**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 and to update the building footprint layer of the mapping system.

**Bylaw Compliance and Enforcement Information Portal**

**Amount:** *$90,000*
***Estimated Staff Hours:*** *120*
**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.

**Salt Spring Island Office Relocation**

**Amount:** *$210,000*
***Estimated Staff Hours:*** *120*
**Sponsor:** Executive Committee

The Salt Spring Island office lease has been terminated effective July 24, 2024. All feasible opportunities are being explored; however, as of September 2023 only one location has been found that may accommodate Salt Spring Island office needs. That space requires redesigning, some construction, and consideration of furniture needs including kitchenette appliances. Other options being explored also need some degree of renovation to meet basic public office standards. Note that the Islands Trust Governance Review, February 2022, does not recommend removing or reimagining the Salt Spring Island office. However, staff are seeking to reduce the office footprint with office/desk sharing arrangements as more staff take advantage of possible telework agreements (working from home part time).

**Microsoft 365 Purchase and Implementation**

**Amount:** *$34,000* (BIM contributes)
***Estimated Staff Hours:***
**Sponsor:** Executive Committee

Migration to Microsoft 365 software is a required business expense in the coming year that is aligned with our corporate move towards Windows 11 from Windows 10.  The upgrade is to protect from obsolescence, increase security control and to avoid service disruption as extended support from Microsoft for Office 2016 is scheduled to end in October 2025.

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | Financial Planning Committee | **For the Meeting of:** | October 18, 2023 |
| **From:** | **Executive Committee** | **Date Prepared:** | October 11, 2023 |
| **SUBJECT:** | **2024/25 Executive Committee project budget requests** | | |

**PURPOSE:** To advise the Financial Planning Committee of budget requests related to responsibilities of Executive Committee.

**BACKGROUND:**

On October 3, 2023 the Executive Committee considered potential budget requests and decided to recommend to the Financial Planning Committee for inclusion in the Fiscal Year 2024/25 Budget the amounts below:

| Funding request | 2024/25 Amount requested | Notes |
|---|---|---|
| History and Heritage Grants in Aid | $10,000 | Prior year actuals:<br>FY2020: $4,500<br>FY2021: $0<br>FY2022: $0<br>FY2023: $6,000<br>FY2024: $0 budgeted<br><br>Trust Council put this program on hold for 2023/24. In 2022/23 Executive Committee overspent the $4,000 budget by $2,000. |
| Application Sponsorship | $15,000 | Prior year actuals:<br>FY2020 : $2,035<br>FY2021: $13,485<br>FY2022: $7,150<br>FY2023: $5,950<br>FY2024: $2,250 YTD to September 30/23<br><br>The recently increased LTC fees bylaw have resulted in increased application fees. |

| Potential funding request | 2024/25 Amount proposed | Notes |
|---|---|---|
| Reconciliation | $30,000 | Staff recommend sustaining the reconciliation budget to respond to an anticipated increase in program activities and continued implementation of the Reconciliation Action Plan, and to support improvement of associated administrative practices. The budgeted funds will be used towards contract advisors; trustee and staff travel, food, venues and speaker honoraria/contract trainers for the Reconciliation Learning Group; and costs associated with the Snaw-naw-as/Islands Trust working group and any other working groups initiated under protocol agreements. The budget will also support travel costs for leadership to leadership meetings with First Nations. There is also a need to have contingency reconciliation program funds available to be responsive to emerging issues. Historical spending is not a helpful guide for budgeting as the Senior Indigenous Relations role has experienced a vacancy and the focus of the program is shifting from internal capacity building to engagement. |
| Communications | $50,000 | Staff recommend sustaining the communications budget to respond to an increasing demand for communications about Islands Trust and its projects. This budget supports use of contract communications/engagement support as needed as issues arise. Staff are preparing a detailed communications strategy that will underpin this request. Staff anticipate that communications initiatives driven by policy (e.g. annual report, consultation on budget) will proceed) and that routine support for LTC and Strategic Plan projects and initiatives will proceed, which at times require contracted graphic design (~$8,000 in 2022/23). Staff also anticipate that a suite of new initiatives will be approved (e.g. website improvements, boosting of social media posts, island profile updates/redesign, and 50th anniversary). There is also a need to have contingency communication funds available to be responsive to emerging issues. Historical spending is not a helpful guide for budgeting as the Communications Specialist role has not had a permanent employee in recent years until this year. |
| NAPTEP application sponsorship | $1,000 | In 2022 Trust Council approved guidelines regarding sponsorship of NAPTEP applications. This budget supports implementation of that policy. |
| Building Footprint GIS Data Layer Update | $10,000 | **Attachment 1. Business Case**<br>This will result in a updating a significantly outdated GIS layer which is baseline data for both Islands Trust Conservancy and Planning Services. The acquisition involves GIS interpretation of the most recently available orthophotos. |
| Policy Statement Amendment Project | $35,000 | **Attachment 2. Business Case** |

| Potential funding request | 2024/25 Amount proposed | Notes |
|---|---|---|
| Bylaw Portal Licensing and Implementation Project | $90,000 | **Attachment 3. Business Case**<br>This proposal would fund the transition of Bylaw enforcement information over to CityView which will increase public transparency by offering the public new features such as the ability to track a bylaw compliance and enforcement file from submission to resolution. It will also offer staff improved software features and information tracking which will lead to better reporting to management and elected officials. |
| Salt Spring office relocation | $210,000 | **Attachment 4. Business Case**<br>Only 1 quote received at this time, this is an approximation. A more detailed project outline will be provided to EC and FPC once full details are obtained. |
| Microsoft 365 | $34,000 | **See attached report for context of proposed spend** |
| Geographic Information System Staffing Request | $84,291 | **See attached Business Case**<br>This business case is to add 1.0 FTE for a GIS Coordinator or equivalent. This request is a placeholder as further analysis is being developed on the appropriate position level and funding level. |

Business cases are not required for projects $5,000 or less. Communications funding has always been considered without a business case and beginning last year, the same approach is taken to Reconciliation funding.

**ATTACHMENT(S):**

1. Building Footprint GIS Data Layer Update Business Case
2. Policy Statement Amendment Project Business Case
3. Bylaw Portal Licensing and Implementation Project Business Case
4. Salt Spring Office Relocation Business Case
5. Microsoft 365 Business Case
6. Geographic Information Systems Staffing Requests

**FOLLOW-UP:** Staff have incorporated Executive Committee project budgets into the draft 2024/25 budget and will make additional changes requested by the Financial Planning Committee.

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**Prepared By:** **Clare Frater, Director, Trust Area Services**

**Reviewed By:** **Russ Hotsenpiller, CAO/October 11, 2023**

**Budget Funding Request**
**Short-Form Business Case**

**TO BE COMPLETED BY INITIATOR**

**Requested by** *(Committee or Operational Unit):*
Executive Committee

**Department:**
Trust Area Services

**Name of Request:**

Policy Statement Amendment Project (PSAP)

**$ Value of Request** *(indicate by fiscal year and total if project is multi-year)*

FY24/25 $35,000

FY 25/26 $13,000 estimated
FY 26/27 $ depends on implementation plan not yet developed

Total: $48,000 plus FY26/27 TBD

Over $280,000 has been spent since the project's inception in 2019 on public engagement, First Nations engagement, and other project related expenses, in addition to considerable staff hours.

**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: _____**

**Budget Breakdown:**
-$10,000: 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 Submission to Finance:**
October 5, 2023

**Funding Required for (date range):**
April 1, 2024 – March 31, 2025

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:**

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 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, and third reading by Trust Council; approval by the Minister of Municipal Affairs; and final adoption by Trust Council.

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 2023-24 to implement the communications strategy Trust Council received in March 2023 (see page 160 March 2023 agenda).

The funding requested via this business case will support implementation of a project charter approved by Trust Council in September 2023 (see page318 of September 2023 agenda). The requested funds would be spent as follows:

- $10,000: Continued implementation of Communications Strategy (design, development and distribution of engagement materials and supports, promotional ads, mail-outs, etc.) and hiring of contracted communications support.
- $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

**ISSUE/OPPORTUNITY:**

Background: The currently Policy Statement is almost 30 years old and does not adequately address reconciliation, climate change and housing. This business case is requesting funding for the next stage of the Policy Statement Amendment Project that has been underway since 2019 and has involved extensive engagement. While First Reading of the first draft of the bylaw had been anticipated in July 2021, Trust Council instead requested enhanced community engagement, followed by direction to staff to implement 32 resolutions. In March 2023, Trust Council adopted a project charter which allows for a substantial amount of time for consideration of future drafts of the revised Policy Statement. Due to staff vacancies in 2023, project implementation has been delayed by six months from what was articulated in the March 2023 project charter.

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. More detailed project information is available on the Islands 2050 webpage.

**Current Project Status:**

Staff have developed a revised draft, as per Trust Council's 32 resolutions, after engaging with internal and external staff partners and seeking legal counsel in the process. Staff are engaging with First Nations to seek their early input on the draft. Staff are now engaging and working in cooperation with eight First Nations who accepted capacity funding to seek their early input on the draft. Staff anticipate presenting Draft 2 of the revised Policy Statement to Trust Programs Committee and Executive Committee in January or February 2024

along with a summary of comments from First Nations and recommendations for additional changes. These committees will then prepare recommendations for Trust Council to consider.

Staff have contracted a communications consultant to assist with implementation of a communications strategy for the project from now until March 2024.

**PROJECTED RESULTS/DELIVERABLES:**

The April 2024-March 2025 work on this project will result in First Reading of Bylaw 183 of the Policy Statement. The funding requested will enable this to happen through support for communications including materials, public engagement by local trust committees/Bowen Island Municipal Council, and revisions to Draft 2 of the Policy Statement, and legal review of the draft.

In the April 2024-March 2025 the following activities are proposed for the project :

- EC and TPC develop recommendations for further revisions, as requested by TC (Feb-April 2024)
- Trust Council considers TC/EC recommendations and passes resolutions on further revisions required. Staff will make those revisions. ((June 2024)
- Approval in principle by Trust Council (possibly in Late Summer/Fall 2024)
- A six-month internal referral process to local trust committees and Bowen Island Municipality (prior to First Reading). The intent is that local trust committees and Bowen Island Municipality will, as they deem necessary or desirable, undertake local public engagement using a method selected by the local trust committee/Bowen Island Municipal Council to inform their referral responses. As this is not part of local work programs the public engagement events would be supported/organized by Trust Area Services staff.
- After incorporating feedback from local trust committees and Bowen Island Municipality referral responses, Trust Council would undertake First Reading and then refer the document to other agencies/First Nations for at least three months.

**RISK ASSESSMENT:**

The proposed recommended option carries the following risks and options for mitigation:

Risk: A lack of timely and responsive communications materials risk developing a lack of public confidence in the project, circulation of misinformation, and poor levels of public engagement or high levels of engagement at the wrong points in the project. 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.

- These risks can be mitigated through ongoing implementation of the communications strategy with support from an external contractor to provide resiliency.

Risk: Extended timeframe incurred by having two referral periods increases the staff resources required for the project and increases risks to the project (e.g. staff turnover, emerging issue that competes for project resources). The approach of internal referral/public engagement prior to First Reading, does not represent typical local government bylaw review process.

- This risk could be mitigated by Trust Council foregoing the proposed approval in principle step and moving straight to First Reading, which would be followed by a concurrent referrals process and a coordinated public engagement process which could remove at least six months from the project timeline.

Risk: Adoption of revised Policy Statement in December 2026, after the next local elections.

- This risk could be mitigated by Trust Council foregoing the proposed approval in principle step and moving straight to First Reading, which would be followed by a concurrent referrals process and a coordinated public engagement process.
- This risk could be mitigated by Trust Council holding special meetings promptly when needed rather than considering the document only at regular quarterly meetings.

Risk: Lack of coordinated Trust Area-wide approach to public engagement. The planned approach is to refer the draft document, after receiving approval in principle from Trust Council to local trust committees and Bowen Island Municipality for six 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. This de-centralized approach could result in uneven delivery of public engagement, unavailable resources due to overlapping decentralized engagement activities and, depending on the engagement and data collection methods used, a lack of public confidence in the engagement process. The lack of a central on-line public engagement methods, such as a survey and virtual community workshops, may result in some community members feeling that there were not offered a convenient way to provide their views on the new draft.

- This risk could be mitigated by Trust Council reconsidering the approach to public engagement and undertaking a coordinated Trust-wide approach that includes a survey and possibly virtual community workshops

Risk: Lack of backfill for regular Senior Policy Advisor work leading to lack of progress on other initiatives and/or staff burnout. This business case assumes that the Senior Policy Advisor position is seconded to this project full-time, as has been the case in recent years. This means that the other duties that this position is responsible for do not have dedicated staff resources. In recent years, the Director of Trust Area Services has been undertaking many of these additional duties in addition to her regular work (often outside of regular work hours), and the Grants Manager has taken on legislative monitoring, and drafting of local trust committee advocacy letters and thank you letters to Trust Council delegates, as time permits within regular work hours. This informal backfill by the Director is not sustainable into the future and the ability of the Grants Manager to continue to support additional activities is in question as the demand for grant-related support is on the rise. The risk is that Trust Area Services' work in other areas (e.g. Trust Council/local trust committee advocacy/coordination, policy research/development, legislative monitoring, indicator reporting, agreement monitoring/development, organization of special Trust Council sessions, grants in aid administration, research into science topics for accuracy purposes, delegation thank you letters, etc.) would need to be paused or continue to be paused. An additional risk is staff burnout and/or lowered staff morale due to continuing requests for Trust Area Services support that cannot be accommodated in regular working hours.

- This risk (to other activities supported by Trust Area Services) could be mitigated by Trust Council funding backfill of the Senior Policy Advisor position or halting (not funding) OCP amendment project(s) to free up Planning Services staff time to support.

**ALTERNATIVES CONSIDERED:**

**<u>Option 1:</u> Status quo- Implement project charter as approved in September 2023: $35,000**

*Description of activities in 2024/25*

- Trust Council considers TC/EC recommendations and passes resolutions on further revisions required and staff to make those revisions
- Legal review, as required
- Proactive and reactive communications about the project
- Approval in principle by Trust Council
- A six-month internal referral process to local trust committees and Bowen Island Municipality. During this time, local trust committees and Bowen Island Municipality can opt to undertake local public engagement as determined by them (could include some Trust Area Services staff support as needed) at regular or special meetings/events) to inform their referral responses.

*Benefits* – This is in keeping with the direction already provided by Trust Council.

*Risks* – as noted above

*Financial implications* – $35,000 requested would go to:

- Communications - $10,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
- Legal - $5,000 - to support the legal aspects of the project as needed
- Public engagement - $20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.

*Resource requirements* – Requires the full-time support of Senior Policy Advisor and additional support from Director of Trust Area Services, and Program Coordinator and Communication Specialist. Staff hours required for public engagement depend on the options selected by local trust committees/Bowen Island Municipal Council. Staff hours required for re-drafting will depend on the scope of changes requested by Trust Council.

*Other implications*- None.

**<u>Option 2:</u> Option 1 with Trust-wide Virtual/Print Public Survey: $55,000** (Option 1 plus $20,000 for a Trust Area-wide survey to receive input).

*Description* – This option would include all elements of Option 1 with an additional Trust Area wide public engagement survey. The additional funding would go to contracted survey research and preparation, survey design, survey set-up, survey analysis, and survey results report.

*Benefits* – As for Option 1 with constituents also receiving a virtual engagement option (survey) and Trust Council also receiving survey results that are collected in a consistent manner across the Trust Area.

*Risks* – Lack of contractor availability for contractors skilled at survey design on policy topics.

*Financial implications* – $55,000 requested would go to:

- All elements of Option 1, i.e.

    - Communications - $10,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
    - Legal - $5,000 - to support the legal aspects of the project as needed
    - Public engagement - $20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.
- Trust-wide Survey - $20,000 - $18,000 for survey design and analysis by contractor, with $2,000 for printing, distribution and return mail costs for print copies of the survey.

*Resource requirements* –
- All elements of Option 1, and
- Trust-wide Survey – staff time to procure contractor for survey and to monitor the contract

*Other implications* - None.

**Option 3: Option 2 with Virtual Community workshop: $65,000** (Option 2 plus $10,000 for virtual community workshop to receive input).

*Description* – This option would include all elements of Options 2 and a virtual community workshop that includes attendance by Islands Trust subject matter experts (possibly held over multiple days).

*Benefits* – All benefits of Option 2 plus constituents are offered an event that provides access to subject matter experts; participants in the virtual community workshop can hear the perspectives of people throughout the region, Trust Council receives collated workshop engagement results in a consistent manner.

*Risks* –All risks of Option 2 plus potential lack of contractor availability for virtual community workshop design, facilitation and note-taking.

*Financial implications* – $65,000 requested would go to:
- All elements of Option 1, i.e.
    - Communications - $10,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
    - Legal - $5,000 - to support the legal aspects of the project as needed
    - Public engagement - $20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.
- Trust-wide Survey - $20,000 - $18,000 for survey design and analysis by contractor, with $2,000 for printing, distribution and return mail costs for print copies of the survey.
- Virtual Community Workshop - $10,000 – designed and delivered by contractor, with Islands Trust staff attending as subject matter experts

*Resource requirements* –
- All elements of Option 2, and
- Virtual Community Workshop – staff time to procure contractor for workshop, advise on content, and to monitor the contract; also a few hours from internal subject matters experts to participate in virtual community workshop.

*Other implications- None.*

**<u>Option 4:</u> Communication and legal elements of Option 1 with no public engagement: $15,000**

*Benefits* – Cost and staff time savings; accelerated project delivery leading to some reduced risks to the project (e.g. staff turnover, emerging issue that competes for project resources)

*Risks* – Trust Council and local trustees would receive unstructured feedback and may receive negative comments about the lack of a fourth phase of public engagement for the project.

*Financial implications* – $15,000 requested would go to:

- Communication and legal elements of Option 1 but with no public engagement.
    - Communications - $10,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
    - Legal - $5,000 - to support the legal aspects of the project as needed

*Resource requirements* – Staff hours saved by not undertaking public engagement depend on the options that would have been selected by local trust committees/Bowen Island Municipal Council, and the extent of unstructured public feedback received.

*Other implications- W*ould require dedicated communications effort to advise the public of key messages such as the following:

- The draft being developed by Trust Council is informed by the results of previous phases of Trust Area wide public engagement, engagement with First Nations and referral agency comments.
- Trustees always want to hear the views of constituents to inform their decisions and votes
- Members of the public can write and present to Trust bodies/Bowen Island Municipality to share their views

**<u>Option 5:</u> Not proceed at this time or postpone until a future fiscal year: $0**

*Benefits* – Staff and financial resources available for other work.

*Risks* –The risks of not proceeding include the following:

<u>Risk:</u> continuing to operate under the guidance of a 30-year old document that does not reflect Trust Council's commitments to improve language and guidance relating to reconciliation, climate change and affordable housing may result in decisions that are not consistent with current values or current/predicted environmental conditions.

<u>Risk:</u> the public engagement results may be viewed as dated and no longer relevant.

<u>Risk</u>: staff turnover during a pause in the project could result in a loss of corporate memory leading to inefficiencies and loss of knowledge.

<u>Risk:</u> The Province of BC may amend the Islands Trust Act to require the Islands Trust Council to amend or considering amending the Policy Statement at regular intervals. The Local Government Act requires regional districts to, every five years, seek input on the need for review of the regional growth strategies from its citizens; affected local governments; First Nations; boards of education, greater boards and improvement

district boards; and the Provincial and federal governments and their agencies; and consider whether the regional growth strategy must be reviewed for possible amendment.

*Financial implications* – Funds available for other initiatives.

*Resource requirements* – Staff time to communicate cancellation or delay of the project.

*Other implications*- None.

**Optional add-on to Options 1-4: Backfill Senior Policy Advisor position temporary part-time (for FY24/25 three days/week): $71,600**

*Benefits* – Resources available for regular Senior Policy Advisor duties; reduced pressure on other staff to take on this positions' work. (e.g. Trust Council/local trust committee advocacy/coordination, policy research/development, legislative monitoring, indicator reporting, agreement monitoring/development, organization of special Trust Council sessions, grants in aid administration, research into science topics for accuracy purposes, delegation thank you letters, etc.)

*Risks* – Delay in recruitment. This is mitigated by having an up to-date job profile that is already through classification process.

*Financial implications* – $71,600 requested (would be in addition to costs of Options 1-6)

*Resource requirements* – Staff time to hire and supervise.

*Other implications*- None.

| ***SUMMARY TABLE OF OPTIONS*** | | | | | |
|---|---|---|---|---|---|
| **Activities** | ***Opt 1*** | ***Opt2*** | ***Opt3*** | ***Opt4*** | ***Opt5*** |
| Communications ($10k) | X | X | X | X | X |
| Legal ($5k) | X | X | X | X | X |
| Local LTC/BIM led public engagement ($20k) | X | X | X | | |
| Trust-wide virtual/print survey ($20k) | | X | X | | |
| Trust-wide Virtual Community Workshop ($10k) | | | X | | |
| **TOTAL COST** | **$35k** | **$55k** | **$65k** | **$15k** | **$0** |
| **TOTAL COST with Optional Add-on for staffing backfill ($71.6k)** | **$106.6k** | **$126.6k** | **$136.6k** | **$86.6k** | **N/A** |

**CRITICAL SUCCESS FACTORS:**

- Full staffing levels within Trust Area Services; administrative support available to manage correspondence as needed
- 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.
- Available staff and contractors
- Trust Council leadership.

**RECOMMENDED OPTION:**

**Option 1** is recommended by Executive Committee as consistent with Trust Council's adopted project charter.

**COST/BENEFIT ANALYSIS:**

Quantitative Analysis:
Comparative regional growth strategy/official community plan update processes in BC local governments have notably higher budgets 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 Policy Statement Amendment Project Charter and Communications Plan.

**STAFF RESOURCING**

In FY 2024-25, the project is estimated to require the following staff time:

- 0.25 FTE - TAS Director
- 1.0 FTE - Senior Policy Advisor
- 0.5 FTE - Program Coordinator
- 0.15 FTE - Senior Indigenous Relations Advisor
- 0.15 FTE – Communications Specialist
- 0.1 FTE - Legislative Services Clerk (or other clerks as available)
- Will also require support from staff across the organization.

Without additional staff resources, Trust Area Service's (TAS) regular workload will need to be reduced. During critical periods, a certain amount of overtime is expected to fulfil project needs.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

Change management will be undertaken via proposed updated to the approved project charter.

Communications are guided by a communications plan.

This project will be managed by the Executive Committee with involvement by Trust Programs Committee as appropriate. Staff anticipate that Trust Programs Committee will be deeply involved in developing recommendations for amendment.

First Nations are providing comment on the staff draft in Fall 2024 and will receive the document for comment after First Reading. Staff have, through work with First Nations to date, heard an interest for the Policy Statement amendment process, including timelines, to be co-designed with participating First Nations, and that this multi-year project is not currently being delivered in a manner that reflects this. Staff have advised that if there is a desire for fundamental change the model of project delivery there is a need for it to be discussed between Islands Trust and First Nations' leadership.

Requested by: Executive Committee

Prepared by: Clare Frater, Director, Trust Area Services

Reviewed by: Russ Hotsenpiller, CAO

**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**

**Requested by** *(Committee or Operational Unit):*
Trust Programs Committee

**Department:**
Trust Area Services

**Name of Request:**

Stewardship Education Program

**$ Value of Request** *(indicate by fiscal year and total if project is multi-year):*

$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:** speaker fees, communication expenses, honoraria, mailing costs

**Date of Submission to Finance:** August 28, 2023

**Funding Required for (date range):** Fiscal 2024-25

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (*Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

The Islands Trust Policy Statement includes numerous statements that Trust Council encourages property owners to undertake stewardship actions (policies 3.1.11, 3.3.3, 4.4.4, 5.1.4, 5.4.5, 5.8.8).

Islands Trust Council's Strategic Plan includes Strategy 4.3 *create a stewardship education program for the public, industry, and stakeholders in the Trust Area*.
4.4.7.

**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 are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

Since 2017, Trust Programs Committee has implemented a Stewardship Education Program for the Islands Trust Council. This included:
17/18 : six on-island well owner education workshops (~$7,000)
18/19: six on-island sea level rise workshops in (~$4,250)
20/21: three climate action webinars in (~$3,000),
21/22: a "Living in the Trust Area" mailing program to new land purchasers in FY (~$13,000)
22/23: continued mailings to new land purchasers in (~$6,000).

In 2023/24 TPC intends to offer continued mailings (~$10,000) and a speaker series (~$5,000). The details of previous programming since 2020 is available on the Stewardship Education webpage.

The Policy Statement states that "The assistance and cooperation of property owners, residents and visitors is vital to the preservation and protection of the environment and amenities of the Trust Area and the implementation of the Policy Statement." and "The task of protecting the Trust Area is particularly challenging because ecosystems do not stop at political boundaries. Cooperative management programs are required to coordinate the actions of all stakeholders. Government, property owners, residents and visitors share responsibility for the preservation and protection of the Trust Area ecosystems."

**PROJECTED RESULTS/DELIVERABLES:** (*How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

The provision of educational programming and materials on stewardship topics to be determined by Trust Program Committee in FY 2024/25 is expected to assist community members to be more informed stewards. Audiences may include *the public, industry, and interested and affected parties (stakeholders) in the Trust Area.*

This initiative will help the Trust fulfil the vision set out the Islands Trust Act that the Trust preserve and protect in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

The risk exists that incorrect information will be inadvertently provided. Staff will mitigate this risk by engaging expert speakers where possible, and requesting expert review of staff-produced publications (where applicable).

**ALTERNATIVES CONSIDERED:** (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.*)

Each fiscal year, Trust Programs Committee considers the financial support it wishes to request from Trust Council and, once the budget is approved, the Committee considers the methods by which it will deliver the Stewardship Education Program. For this reason, it is not practical to assess all alternatives considered. In Fall 2023 Trust Programs Committee will undertake a public survey to seek view on which stewardship education topics should be addressed in the future via webinars.

**Option 1:** Do not offer the program.

Benefits – Additional Trust Area Services staff time for another initiatives
Risks – Does not advance Strategic Plan Strategy 4.3 C*reate a stewardship education program for the public, industry, and stakeholders in the Trust Area*
Financial implications – No funding required.
Resource requirements – Staff time available for other work.
Other implications- None.

**Option 2:** A larger budget for the Stewardship Education Program

Benefits – Would depend on the implementation selected by Trust Program Committee.
Risks – Would depend on the implementation selected by Trust Program Committee.
Financial implications – Larger budget required.
Resource requirements – Would depend on the implementation selected by Trust Program Committee. Depending on the activities selected, it could mean more or less staff time to manage contracts or more time for direct staff delivery.
Other implications- None.

**Option 3:** A smaller budget for the Stewardship Education Program

Benefits – Would depend on the implementation selected by Trust Program Committee
Risks – Would depend on the implementation selected by Trust Program Committee
Financial implications – Smaller budget required.
Resource requirements – Would depend on the implementation selected by Trust Program Committee. Depending on the activities selected, it could mean more or less staff time to manage contracts or more time for direct staff delivery.
Other implications- None.

**CRITICAL SUCCESS FACTORS:** (*What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

Critical success factors include:

- Sufficient staff time to administer and deliver the program. If there is a critical staff vacancy, program delivery may be impacted.
- Availability of contractor to develop mailing list (if Living in the Trust Area mailing is to proceed). If contractors are unavailable an accurate mailing list cannot be produced (staff could produce an in-house list (will contain errors and omissions as full data set not available internally).
- Public interest in participating in stewardship education events. If there is low public interest, project objectives won't be met.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

That $15,000 be budgeted for the Stewardship Education Program.

**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:</u>

- $15,000 for the Stewardship Education Program for FY 2024/25. See also staff resourcing section below.

Qualitative:

- 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:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Any purchases will comply with the Procurement Policy. The services/goods to be procured will depend on the activities selected by Trust Programs Committee.

**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?)*

Once budget approval is received, Trust Programs Committee will, in 2024/25, request staff to provide a project charter(s) for selected activities. Once the project charters are approved, staff will implement the project(s) as directed.

**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/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

The staff resources required will depend on the activities selected by Trust Programs Committee in 24/25, with on-island events (if selected) requiring significantly more time commitment. At a minimum, staff hours needed are expected to be: program coordinator 200 hours, communications specialist 40 hours, and Director of Trust Area Services 30 hours, with additional time for administrative services staff to manage financial elements. The program coordinator offers support to the Stewardship Education Program as a core duty of the position. The reasonableness of the staff hours in conjunction with other initiatives will somewhat depend on the scale and timing of the Policy Statement Amendment Project in 24/25 and other initiatives undertaken by Trust bodies that require support from Trust Area Services.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

Change management, communication and collaboration will be addressed via the strategies outlined in the project charter(s) and as directed by Trust Programs Committee during consideration of next steps.

The program would be supported by a communications plan(s). Ideally, components of the program would be delivered in collaboration with local agencies and/or First Nations.

Requested by (Committee or Business unit): Trust Programs Committee,

Prepared by: Gillian Nicol, Program Coordinator, August 15, 2023

Reviewed by: Clare Frater, August 21, 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**

**Requested by** *(Committee or Operational Unit):*
Trust Programs Committee

**Department:**
Trust Area Services

**Name of Request:**

Secretariat Services Program

**$ Value of Request** *(indicate by fiscal year and total if project is multi-year):*

$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 Submission to Finance:** August 28, 2023

**Funding Required for (date range):** Fiscal Year 2024/25

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (*Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

The Islands Trust Policy Statement provides that: "To achieve its object, the Islands Trust must be an educator, coordinator, and initiator, guiding individuals, organizations and other agencies in support of the object. While the Islands Trust can provide the necessary leadership, responsibility for stewardship of the Trust Area rests with many. Individuals, other government agencies, organizations, and the Province itself all have important roles to play. Cooperative actions are required of other agencies, organizations and individuals to ensure that activities are carried out in a manner that is sensitive to the needs of Trust Area ecosystems and island communities."

Islands Trust Council's Strategic Plan includes Strategy 5.2 *Provide a secretariat role to forums within the Trust Area.*

In the Islands Trust Council's Secretariat Services policy sets out the policy for providing secretariat services which is defined as "the provision of administrative support including, but not limited to, meeting organization, meeting administration, public notices, recording and distribution of meeting notes or minutes, and website hosting and updating.

**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 are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

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 have 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 2021, Trust Programs Committee sought the feedback of coordination groups receiving secretariat services on the impact/benefits of those services, and heard that the funding was helpful and promoted better coordination, among other benefits.

The details of previous support provided via Trust Programs Committee since 2018 is available on the Support for Coordination Groups webpage along with details of the Salt Spring Island Watershed Protection Alliance support.

Previous amounts budgeted by Trust Council in the last three years:
23/24 $12,000
22/23 $15,000
21/22 $12,000

**PROJECTED RESULTS/DELIVERABLES:** (*How does this address the issue/opportunity described above*? *Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

Through offering support for administration, the Secretariat Services Program support the continued operation of coordination groups in the Trust Area. Regular meetings of coordination groups can support more informed decision-making by trustees and partner agencies and First Nations that participate in the coordination groups. Coordination groups, at times, also discuss coordinated advocacy messages, leading to more impactful campaigns. This initiative will help the Trust fulfil the vision set out the Islands Trust Act that the Trust preserve and protect in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

No risks identified.

**ALTERNATIVES CONSIDERED:** (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.*)

**Option 1:** Do not offer the program.

Benefits – Additional Trust Area Services staff time for another initiatives
Risks – Does not advance Strategic Plan Strategy 5.2 *Provide a secretariat role to forums within the Trust Area.*
Financial implications – No funding required.
Resource requirements – Staff time available for other work.
Other implications- None.

**Option 2:** A larger budget for the Secretariat Services Program

Benefits – Increased support available to coordination groups. In April 2023, Trust Programs Committee received requests for $14,120 in funding for its $12,000 budget.
Risks – None.
Financial implications – Larger budget required.
Resource requirements – Would depend on the implementation selected by Trust Program Committee. Depending on the how many coordination groups are supported and what support is offered, it could mean more or less staff time to manage contracts or more time for direct staff delivery.
Other implications- None.

**Option 3:** A smaller budget for the Secretariat Services Program

Benefits – Would depend on the implementation selected by Trust Program Committee
Risks – Uncertain. It could result in a coordination group facing administrative capacity issues.
Financial implications – Smaller budget required.
Resource requirements – Would depend on the implementation selected by Trust Program Committee. Depending on the how many coordination groups are supported and what support is offered, it could mean more or less staff time to manage contracts or more time for direct staff delivery.
Other implications- None.

**CRITICAL SUCCESS FACTORS:** (*What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

Critical success factors include:

- Sufficient staff time to administer and deliver the program. If there is a critical staff vacancy, program delivery would be impacted. Also, the program depends on program staff time not being allocated to other initiatives by other Trust bodies.
- Availability of contractor to offer administrative support to coordination group. If contractors are unavailable program delivery may be impacted.
- Continued operation of coordination groups and continued Islands Trust participation in those coordination groups. Trust Programs Committee, via policy, has the discretion to allocate the budget provided.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

That $15,000 be budgeted for the Secretariat Services Program.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative:

- $15,000 to fund requests from coordination groups in FY 2024/25. See also staff resourcing section below.

Qualitative:

- Continued Islands Trust support for administration of coordination groups comprised of First Nations, organizations and/or interested and affected parties (stakeholders).
- Regular meetings of coordination groups can support more informed decision-making by trustees and partner agencies and First Nations that participate in the coordination groups. Coordination groups, at times, also discuss coordinated advocacy messages, leading to more impactful campaigns.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Any purchases will comply with the Procurement Policy. Service contracts are typically offered via direct award. The Secretariat Services policy states that: *When Trust Programs Committee allocates funding from the Secretariat Services budget for Secretariat Services for a Coordination Group, the amount may not exceed the direct award commitment spending level in Trust Council's Procurement Policy 6.5.3.*

**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?)*

The Secretariat Services policy states that: *Trust Programs Committee will assess opportunities to provide Secretariat Services at its first meeting of the fiscal year. If staff resources or funding remain unallocated after this meeting, the Trust Programs Committee may consider additional opportunities at future meetings.*

Typically, Trust Programs Committee has decided on which groups to support in April, with contracts issued in May and final reports from coordination groups provided in March.

**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/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

The staff resources required will depend on the number of coordination groups supported by Trust Programs Committee in 24/25 and the nature of support offered. The program coordinator offers support to the Secretariat Services Program as a core duty of the position. At a minimum, staff hours needed are expected to be: program coordinator 75 hours, communications specialist 1 hour, and Director of Trust Area Services 20 hours, with additional time for administrative services staff to manage financial elements. The reasonableness of the staff hours in conjunction with other initiatives will somewhat depend on the scale and timing of the Policy Statement Amendment Project in 24/25 and other initiatives undertaken by Trust bodies that require support from Trust Area Services.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

Information about how funding is allocated is posted to the Secretariat Services Program webpage and staff may promote the Islands Trust's contributions, as appropriate.

In April 2022, the Executive Committee requested staff to develop policy regarding s. 8 (2) (h.1) (iii) and (iv) of the Islands Trust Act. This work has not begun as the Senior Policy Advisor position is dedicated to the Policy Statement Amendment project, and has not been backfilled for other work. If Trust Council did adopt new policy relating to s. 8 (2) (h.1) (iii) and (iv) of the Islands Trust Act any impacts to the Secretariat Services program would not take effect until FY2025/26 at the earliest. Staff would ensure that all interested and affected parties were kept informed.

Requested by: Trust Programs Committee,

Prepared by: Gillian Nicol, Program Coordinator, August 15, 2023

Reviewed by: Clare Frater, August 21, 2023

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**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**

**Requested by:**
Regional Planning Committee

**Department:**
Planning Services

**Name of Request:**

Northern Region and Southern Gulf Islands Housing Needs Reports

**$ Value of Request** *(indicate by fiscal year and total if project is multi-year):*

**2024/25: $110,000**

**Budget Source** (select all that apply):

☐ **Specific Project Funding** (select all that apply)
- ■ Third Party Contractors (or Co-op student)
- ☐ 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 Submission to Finance:**
RPC approved Sept. 6, 2023

**Funding Required for (date range):**
April 1, 2024 – March 31, 2025

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (*Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

Effective April 16, 2019 provincial requirements require all local governments to complete housing needs reports for their communities by April 2022 and every five years thereafter. The Housing Needs Reports for all Local Trust Committees, except the Salt Spring Island Local Trust Committee are legislatively required to be updated.

- Northern Region (DE, GA, GM, HO, LA, TH) Housing Needs Report, Dillon Consulting, June 2018
- Southern Gulf Island (GL, MA, NP, SP, SA) Housing Needs Report, JG Consulting Services, February 2018
- Salt Spring Island, Housing Needs Report, CRD, November 2020

Islands Trust Council *Strategic Plan 2018-2022*. Objective: Strengthen Housing Affordability Throughout the Islands Trust Area. In June 2023, Islands Trust Council amended the Strategic Plan to:

- "Prioritize elements of the strategic plan that support land use decision making", and
- "Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment."

Strategic Actions 4.4 iii – 4.4 v within the Strategic Plan were refined in the RPC work program to include development of a Housing Options Strategy and Toolkit (subject of a different business case).

Regional Planning Committee Work Program: Strengthen housing affordability throughout the Islands Trust Area

Islands Trust Policy Statement Goal: To Sustain Island Character and Healthy Communities: "...The health of a community is influenced by numerous factors such as economic security, education, social support systems, the cleanliness and safety of the environment, and the availability of such necessities as educational and social services, transportation, affordable food and housing".

**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 are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

The business case proposes to hire a consultant to produce the legislatively required Housing Needs Reports.

All Local Trust Committees are legislatively required to update their Housing Needs Report every five years.

All LTC's Housing Needs Reports, except Salt Spring Island, are valid from 2018-2023; Salt Spring's Housing Needs Report is valid from 2020-2025.

A further opportunity is to consider including gaps as identified in the Housing Needs Gaps Analysis, Urban Matters, August 2023.

**PROJECTED RESULTS/DELIVERABLES:** (*How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

Housing Needs Reports for each Local Trust Area except Salt Spring Island would meet legislative requirements. Including a more detailed assessment of supplementary data points, typically qualitative data, would support a fully picture analysis of housing needs in each community.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

Risk conflicting with oath of office. Housing Needs Reports are required by provincial legislation. All Trustees swore an oath of office to perform duties of office in accordance with the law. (Similarly staff swear an annual oath of employment). Completing the legislatively required task would alleviate any conflict.

Risk having outdated housing needs information. It is well understood that a housing crisis exists and that housing is needed by many. However, not updating the assessment regularly would result in current decisions being made on old data. Much changes every five years, and this has been especially true since Covid-19.

**ALTERNATIVES CONSIDERED:** (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource*

*requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.*)

**Option 1: Do Nothing**

- Benefits – no cost
- Risks – Not meet provincial legislation. May affect funding or other agreements from province. May reduce effectiveness of housing related projects. May affect challenges related to sworn oaths.
- Financial implications – no cost.
- Resource requirements – staff would likely seek ways to update housing needs information on a project by project basis.
- Other implications-

**Option 2: Update Northern and SGI Housing Needs Reports to minimal requirements using a Coop student**

- Benefits – cost effective
- Risks – minimal to no experience – significant time orientating and reviewing student work
- Financial implications – cost effective
- Resource requirements – approved Coop Planner position; student supervision
- Other implications- Coop student would not get much else done and would have minimal opportunity to experience more of planning services while coop supervisor would be focused on primary output of student.

**Option 3: Update Northern and SGI Housing Needs Reports to minimal requirements using a contractor**

- Benefits – all LTCs requiring Housing Needs Reports would get them – meeting legislation.
- Risks – SSI is done separately thus not assured funding (although at time of drafting this business case SSI is reasonably funded for various Housing Need related deliverables and required deliverable can be during the 2025/26 fiscal period)
- Financial implications – Cost effective.
- Resource requirements – Standard. Staff drafting of Request for Proposal and contract management.
- Other implications- This option excludes consideration of addressing any qualitative assessments such as understanding employer needs, the quality of housing, or getting a more accurate assessment of rental accommodations and hidden homelessness.

**Option 4: Update Northern and SGI Housing Needs Reports with supplemental data**

- Benefits – Same as above but with supplemental data providing better insight into housing needs.
- Risks – each Local Trust Area may benefit from a different approach when identifying and addressing gaps in housing needs data. This in turn leads to increased need to cooperate/coordinate with local groups who could provide more information. This leads to different and inconsistent data gathering methods/information but once established, could benefit each LTA uniquely.
- Financial implications – expensive
- Resource requirements – standard.
- Other implications- getting better information will help the Islands Trust meet and address local housing needs in a more succinct manner and may lead to improved funding opportunities for local groups including regional districts to address more specific needs.

**CRITICAL SUCCESS FACTORS:** (*What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

Must meet legislative requirements.
Address updated Strategic Plan healthy community strategies.
Meet community needs.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Option 3.

- Meets legislation and somewhat addresses updated Strategic Plan.
- It does not provide enhanced community engagement or any robust qualitative data; however, this may be included in focused OCP or LUB amendments on a LTC by LTC basis
- funding request kept to what is required only to meet legislation.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative:

Cost is estimated to be $100,000 - $120,000. This is based on similar work done in 2017 and assuming an average annual rate of inflation of 3.26% between 2017-2023; it is further substantiated through a high-level cost estimate given in the Housing Needs Gaps Analysis Report.

Qualitative:

Assists LTCs make informed decisions based on current data, as required by legislation.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Request for Proposal.

**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?)*

- *April 2024: draft RFP terms of reference*
- *May 2024: post RFP*
- *June 2024: award RFP*
- *September 2024: submit final report to RPC*
- *October 2024: distribute report to LTCs*

**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/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Standard resourcing for contract management.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

No special change management required. Share results with LTCs and staff.

**Requested by:** Regional Planning Committee

**Prepared by:** Stefan Cermak, Director Planning Services, August 28, 2023

**Budget Funding Request**
**Short-Form Business Case**

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**TO BE COMPLETED BY INITIATOR**

**Requested by** *(Committee or Operational Unit):*

Regional Planning Committee

**Department:**

Planning Services

**Name of Request:**

Housing Strategy and Housing Options Toolkit

**$ Value of Request** *(indicate by fiscal year and total if project is multi-year):*

**2024/25: $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**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**

Temp Duration: _____

■ **Other – please describe:** Develop & Implement Housing Strategy and Housing Options Toolkit based on endorsement of both RPC and Trust Council in November/December 2023.

**Date of Submission to Finance:**
RPC approved September 6, 2023

**Funding Required for (date range):**
April 1, 2024 – March 31, 2025

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (*Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

Islands Trust Council *Strategic Plan 2018-2022*. Objective: Strengthen Housing Affordability Throughout the Islands Trust Area. In June 2023, Islands Trust Council amended the Strategic Plan to:

- "Prioritize elements of the strategic plan that support land use decision making", and
- "Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment."

Strategic Actions 4.4 iii – 4.4 v within the Strategic Plan were refined in the RPC work program to include development of a Housing Options Strategy and Toolkit (subject of a different business case).

Regional Planning Committee Work Program: Strengthen housing affordability throughout the Islands Trust Area

Islands Trust Policy Statement Goal: To Sustain Island Character and Healthy Communities: "...The health of a community is influenced by numerous factors such as economic security, education, social support systems, the cleanliness and safety of the environment, and the availability of such necessities as educational and social services, transportation, affordable food and housing".

**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 are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

Islands Trust Council declared that a housing equity and workforce shortage crisis exists on many islands and included strengthening housing affordability throughout the Islands Trust Area as a key objective in the existing Strategic Plan. The declaration and strategic objective has guided numerous Trust Council and Local Trust Committee actions including the creation of a draft Housing Strategy and Housing Options Toolkit. The strategy and toolkit require resources to be implemented as most planning staff time allocated to the Regional Planning Team doing regional (long range) planning is further allocated to LTC projects.

**PROJECTED RESULTS/DELIVERABLES:** (*How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

The Housing Strategy and Housing Options Toolkit have numerous feasible deliverables including: but not limited to: refining the suitable land analysis, developing tools to help NGOs with affordable housing applications, hosting regional roundtables, developing communication and advocacy materials. All of these materials help elected officials to strengthen housing affordability throughout the Islands Trust Area as per the Strategic Plan.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

Minimal to no resources will be applied to addressing the housing equity and workforce shortage crisis.

**ALTERNATIVES CONSIDERED:** (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.*)

**Option 1: Do Nothing**

- Benefits – no cost.
- Risks – minimal to no resources applied to addressing the housing equity and workforce shortage crisis
- Financial implications – none
- Resource requirements – none
- Other implications- lack of resources would cause staff to focus on other resourced projects/activities

**Option 2: Request a $30,000 Placeholder**

- Benefits – Allocates funding to address the housing crisis
- Risks – assumes advancement and eventual endorsement of a Housing Strategy and part 2 of the Housing Options Toolkit
- Financial implications – $30,000
- Resource requirements – tbd

- Other implications- deepen cooperation with various local housing groups trying to address housing crisis

**CRITICAL SUCCESS FACTORS:** (*What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

Dedicated resources will help advance a Housing Strategy and more tools in the Housing Options Toolkit.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Request a $30,000 placeholder to advance a Housing Strategy and more tools in the Housing Options Toolkit.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative:
$30,000

Qualitative:
Cooperation with local housing groups and other partners working to address the housing crisis.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

As per Procurement policies.

**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?)*

April 1, 2024 – March 31, 2025

**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/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Staff have had much success in drafting a Housing Strategy and Housing Options Toolkit due to resources that were made available. Those resources have been significantly reduced and the strategy and toolkit need endorsement and resources to be implemented.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

The draft Housing Strategy and Housing Options Toolkit have been created to ensure addressing the mandate; however, communications may need to show evidence of this.

Change management may also include engagement with partners also seeking to address the housing crisis.

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**Requested by** (Committee or Business unit): Regional Planning Committee

**Prepared by** (name, title)/date: Stefan Cermak, Director, Planning Services / August 30, 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 (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:** ____Data Acquisition____

**Date of Funding Request Submission: 7/24/2023**

**Funding Required for 2025): Dataset assessment and implementation**

This request is to fund the updating of building location information data for the Islands Trust. This will be achieved by hiring an out side contractor to interpret the most recent orthophoto data and to subsequently create a new dataset.

The building footprint dataset for the Islands Trust was acquired through an outsourcing contract in 2017, utilizing photo interpretation of 2016 orthophotos. However, with over seven years elapsed since its acquisition and the greatest amount of development experienced within the Trust Area, the dataset has become outdated, presenting potential obstacles for the Islands Trust Conservancy (ITC) and Planning Services (PS) in their efforts to assess land development pressures and address prevailing conservation challenges.

By updating the building footprint dataset, the Islands Trust can realize a valuable opportunity to:

**Improve Decision-Making**
Up-to-date and accurate data will enable the ITC to make more informed decisions regarding, conservation strategies, and property management and acquisitions, and enable local trust committees to make more informed land use planning decisions. The dataset will facilitate evidence-based analysis.

**Enhance Conservation Efforts**
The ITC, responsible for conservation initiatives, can leverage current and reliable data to identify conservation priorities, identify potential impacts on conservation areas from built infrastructure and effectively monitor changes in the natural and developed landscape. Ultimately, timely data will bolster the ITCs efforts in safeguarding the region's biodiversity and ecosystems and can assist in conservation priority area modelling.

**Streamline Land-use Planning**
Local trust committees tasked with land-use planning, will benefit from the updated dataset by having a comprehensive and accurate representation of the built environment. This will aid in identifying suitable development areas, managing growth, and ensuring responsible land use practices.

This initiative aligns with several Islands Trust Council strategic objectives, including:

**Ecosystem Preservation and Protection**
Updating the building footprint dataset will support the Trust Council's strategic goal of fostering ecosystem preservation and protection within the Trust Areas. By obtaining accurate and current data on the built environment in relation to ecosystems, the Trust can identify ecologically significant areas and implement targeted conservation efforts to safeguard these delicate ecosystems.

**Compatible Human Activity and Development**
The initiative to update the building footprint dataset directly aligns with the strategic objective of ensuring that human activity and the scale, rate, and type of development within the Trust Area are compatible with the integrity of Trust Area ecosystems. The dataset will provide essential information to assess the impact of human activities and development on the environment, helping to guide responsible land-use planning and decision-making.

**Sustaining Island Character and Healthy Communities**
Maintaining the accuracy and relevance of the building footprint dataset is vital for sustaining island character and promoting healthy communities. The data will enable the Trust to make informed decisions about land-use planning and development that preserve the unique character of the islands and support the well-being of the communities residing within the Trust Areas.

**PROJECTED RESULTS/DELIVERABLES:**

The primary deliverable of the project will be an updated and comprehensive building footprint dataset that accurately reflects the current state of building footprints across the Trust Area. This dataset will include information on building locations, sizes, types, and other relevant attributes.

In addition, the acquisition will result in the following significant outcomes and deliverables:

**Improved Accuracy and Relevance**
The Trust will receive an updated dataset with accurate and current information, enhancing the accuracy and relevance of land development assessments and evaluations of environmental conditions.

**Data-Driven Decision-Making**

Decision-makers within the Islands Trust, including the Islands Trust Conservancy Board and local trust committees , will have reliable data at their disposal, leading to data-driven decision-making processes that guide sustainable development, conservation endeavors, and property management strategies**.**

**Demonstrated Commitment to Sustainability**
Successfully completing the project and utilizing the updated dataset will demonstrate the Trust's commitment to sustainability, data-driven approaches, and informed decision-making, reaffirming its dedication to preserving natural resources and promoting community well-being.

**RISK ASSESSMENT:**

| Risks | Impact | Mitigation |
|---|---|---|
| Budgetary limitations or insufficient resources, potentially impacting the dataset's scope and quality. | **High**<br>Medium<br>Low | Conduct a comprehensive budget analysis and secure adequate funding. |
| Unforeseen challenges or complications may cause delays in completing the project within the planned timeline. | High<br>Medium<br>**Low** | Develop a realistic project schedule with buffer periods for potential delays. Regularly monitor progress and implement agile project management practices to address issues promptly. |
| Inaccurate or incomplete data sources may result in inconsistencies and errors in the updated dataset. | High<br>Medium<br>**Low** | Establish data quality assurance processes to verify and validate data sources. Identify and document data gaps, and explore additional data sources or alternative methods to fill missing information. Clearly communicate data limitations to stakeholders. |
| | | |

**ALTERNATIVES CONSIDERED:**

**Option 1 – Do nothing:**

**Benefits:** No immediate financial or resource investment required, and no disruption to ongoing operations.
**Risks:** Outdated dataset hinders decision-making, potentially leading to suboptimal property management and missed conservation opportunities.
**Financial Implications:** No immediate cost, but long-term costs from missed opportunities and less efficient decision-making.
**Resource Requirements:** No additional resources needed for dataset updates.
**Other Implications:** Challenges in meeting strategic objectives and possible stakeholder dissatisfaction.

**Option 2 – In-House Interpretation**

**Benefits:** Complete control over the process and potential cost savings.
**Risks:** Requires expertise, and significant upfront investments in specialized software and training.
**Financial Implications:** Initial investment in technology, training, and personnel.
**Resource Requirements:** Training personnel and investing in software.
**Other Implications:** Increased data quality control.

**Option 3 – Contracted Interpretation Services**

**Benefits:** Outsourcing to a specialized data service provider offers access to expert skills and technology without the need for in-house expertise and capital investment.

**Risks:** Reliance on an external provider may lead to potential delays or miscommunications if expectations are not met.
**Financial Implications:** The estimated cost for the contracted service is **$10,000**, based on 2017 project costs.
**Resource Requirements:** Minimal internal resources needed for project management and communication with the service provider.
**Other Implications:** Faster project implementation due to expertise.

**CRITICAL SUCCESS FACTORS:**

**Data Availability**
The availability of recent and reliable data sources, including the acquisition of 2024 orthophotos, is a critical success factor for ensuring that the building footprint dataset accurately reflects the current state of the Trust Area. The inclusion of budget allocation for 2024 orthophoto acquisition is vital to address the data gap resulting from the skipped 2023 orthophotos. Without this allocation, decision-makers may continue to rely on outdated information, potentially leading to incorrect planning and conservation decisions.

**Technical Expertise**: Adequate technical expertise in geospatial analysis, remote sensing, and data interpretation is a success factor to ensure accurate processing and mapping of building footprints. Without the necessary expertise, the risk of errors in data interpretation and mapping increases, compromising the dataset's reliability and utility.

**Budget Allocation**
Sufficient budget allocation is critical for undertaking the data acquisition and interpretation. Without timely data acquisition and allocation of sufficient budget, the project may face further delays which could impact the Trust's ability to achieve its strategic objectives.

**RECOMMENDED OPTION:**

Staff recommend **Option 3 - Contracted Interpretation Services**

This recommendation is based on several factors:

**Access to Specialized Expertise**
Option 3 allows the Islands Trust to tap into the expertise of a specialized data service provider with experience in geospatial analysis and remote sensing. This ensures accurate and reliable data interpretation, enhancing the dataset's quality and usability.

**Faster Project Implementation**
Leveraging the external provider's proficiency expedites the project's implementation. This timely data acquisition is critical to avoid further data gaps and maintain the dataset's relevance.

**Flexibility and Customization**
Contracted services offer flexibility to tailor the data acquisition and interpretation process to meet the Trust's unique needs and objectives. The dataset can be customized to align precisely with the organization's conservation and planning requirements.

**Potential Stakeholder Trust Enhancement:** Engaging with a reputable external data provider may enhance stakeholder trust and confidence in the accuracy and reliability of the updated dataset.

**COST/BENEFIT ANALYSIS:**

Ultimately, the Trust's ability to achieve its strategic objectives of ecosystem preservation, compatible development, and sustaining island character and healthy communities hinges on making a well-informed decision that appropriately considers both the tangible and intangible aspects of the initiative. While the financial cost of contracted services is quantifiable and budgeted, it is essential to assess the potential savings and the added value of specialized expertise and timely data acquisition. Qualitative aspects, such as the quality of the dataset and stakeholder satisfaction, also play a significant role in ensuring the project's overall success.

**Quantitative Considerations**

**Financial Costs**
The contracted interpretation services, as mentioned in Option 3, will incur a specific financial cost estimated at $10,000. This cost includes the contracted service provider's fees for data processing, and interpretation. The financial investment is a direct expenditure that needs to be budgeted for within the Trust's financial planning.

**Financial Benefits (Savings)**
Quantifiable benefits can arise from the contracted interpretation services. By outsourcing the data acquisition and interpretation, the Trust can avoid significant upfront capital investments in technology, specialized personnel training, which could amount to a considerably higher cost if the work were done in-house. Additionally, the contract may provide cost certainty, ensuring that the project is completed within the agreed budget.

**Qualitative Considerations**

**Non-Quantifiable Costs**
Some non-quantifiable costs associated with contracted interpretation services may include potential delays or miscommunications in the collaboration with the external service provider. If the provider's deliverables do not meet the Trust's expectations, revisions or further engagements may be required, leading to intangible costs in terms of time and effort. Ensuring effective communication and a clear understanding of project expectations are crucial to mitigating such risks.

**Non-Quantifiable Benefits**
Engaging contracted interpretation services can offer several non-quantifiable benefits. Access to specialized expertise enhances the accuracy and reliability of the dataset, contributing to improved decision-making for the Trust's conservation and planning efforts. The external provider's cutting-edge technology and resources can lead to a higher-quality dataset that better supports the organization's strategic goals. Additionally, the ability to expedite the project timeline through the provider's expertise can have intangible benefits in terms of timely data availability.

**PURCHASING PROCEDURE:**

The initiative to contract interpretation services for updating the building footprint dataset will require a Request for Proposal (RFP) purchasing process. Here's how the RFP process will support this initiative:

**Drafting the RFP**
The Islands Trust will prepare a detailed RFP document outlining the project's objectives, scope of work, technical requirements, deliverables, timeline, evaluation criteria, and any other relevant information.

**Advertising the RFP**

The Trust will publish the RFP to invite interested service providers to submit their proposals. The RFP will be advertised on the Trust's website and BC Bid, to ensure a wide reach.

**Proposal Submission**
Service providers who are interested in participating will submit their proposals, which will include their proposed approach, methodology, team composition, relevant experience, and a breakdown of their costs.

**Evaluation Process**
The Trust will evaluate the received proposals based on predetermined criteria such as technical expertise, experience, cost, timeline, and the ability to meet project objectives. An evaluation committee or team will be appointed to review and score the proposals.

**Vendor Selection**
After the evaluation process, the Trust will select the most qualified and suitable vendor based on the RFP's evaluation criteria.

**Contract Negotiation**
Once the preferred vendor is selected, the Trust will enter into negotiations with the vendor to finalize the contract terms, including the scope of work, timeline, deliverables, and the agreed-upon cost.

**Contract Award**
After successful negotiations, the contract will be awarded to the selected vendor. The service contract will define the terms and conditions of the project.

**Project Execution**
With the service contract in place, the selected vendor will commence the data acquisition and interpretation process in accordance with the agreed-upon timeline and deliverables.

By employing the RFP purchasing process, the Islands Trust can ensure a fair and competitive selection of a qualified vendor with the expertise necessary to update the building footprint dataset accurately and efficiently. The RFP process allows for transparency, openness, and the opportunity to choose the best-suited provider for the project's success.

**PROPOSED IMPLEMENTATION STRATEGY:**

The timeline for the roll-out of the recommended solution will vary depending on the duration of each phase of the RFP process. However, a tentative timeline could be as follows:

- **Planning and Preparation (May – September 2024)**
  In the months leading up to the completion of the 2024 orthophoto acquisition project, typically in September, the Islands Trust will conduct detailed planning and preparation for the contracted interpretation services. This includes finalizing the scope of work, budget allocation, and outlining the requirements for the RFP.
- **Vendor Selection and Contract Negotiation (September 2024)**
- **Project Commencement and Data Collation (October 2024)**
- **Data Interpretation and Processing (November 2024)**

Considering the anticipated timeline, the initiative could potentially be completed by the end of the calendar year 2024, assuming a smooth and efficient execution of each phase.

**STAFF RESOURCING:**

To achieve success on this initiative, the following staff resources will be needed:

**Project Manager (Senior Staff)**
The Project Manager will be responsible for overseeing the entire initiative, coordinating with stakeholders, managing the RFP process, and liaising with the contracted interpretation services provider.
Estimated Hours: Approximately 10-20 hours (depending on the complexity of the RFP process and vendor selection).

**GIS Specialist (Technical Staff)**
The GIS Specialist will work closely with the Project Manager and the contracted service provider to ensure data compatibility, conduct quality assurance checks, and assist with data integration into the Trust's systems.
Estimated Hours: Approximately 10-20 hours (involvement throughout the data interpretation and processing phase).

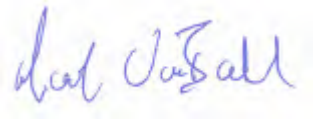
Total Estimated Staff Hours: 20 - 40 hours.

The estimated staff hours appear reasonable when assessed in conjunction with other work underway or planned. The initiative spans a duration of approximately 3 to 4 months, which allows for the allocation of staff time over a reasonable period.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

Concerns, if any, have been identified, and effective measures have been proposed to address them. Potential concerns related to workload, technical expertise, vendor selection, and stakeholder engagement will be managed proactively to ensure a successful outcome.

Overall, the proposed initiative is poised to achieve success in updating the building footprint dataset with current and accurate information, aligning with the Trust's strategic goals for ecosystem preservation, compatible development, and sustaining island character and healthy communities.



| | |
|---|---|
| Initiator Name, Title | July 24, 2023<br>Date |
| R Hotsenpiller, for<br>Reviewed by Department Lead: Stefan Cermak, Director Planning Services | September 29, 2023<br>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):**

Information Systems

**Business Area:**

Administrative Services

**Name of Request:**
Bylaw Portal Licensing and Implementation

**$90,000**

**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: 7/21/2023**

**Funding Required for (date range): From April 2023 onwards we are requesting an additional $6,000 per year for annual license fees for operational software.**

**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 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 project was dropped. **This proposal would fund the transition of Bylaw over to CityView, including a new information system and public accessible portal, resolving the technological challenges and limitations posed by TAPIS.**

While TAPIS has served as the central repository for all Islands Trust land use information and Bylaw records since 2003, it lacks essential features required for efficient public service delivery and information management. Some of the identified issues with TAPIS include:

**Lack of online transaction capacity**
The inability to process transactions online limits the convenience and accessibility for public stakeholders, hindering the timely processing of bylaw files.

**No online application status tracking**
Without a system for online file status tracking, applicants have no real-time visibility into the progress of their file, causing uncertainty and delays.

**Limited integration of mapping**
Geospatial data is crucial for land use planning and decision-making. The lack of robust mapping integration in TAPIS restricts the ability to visualize and analyse data effectively.

**No online access from the field**
Field staff and officials may face challenges accessing critical information in real-time, potentially impacting their ability to make informed decisions on-site.

**Limited reporting capacity**
Inadequate reporting capabilities hinder data analysis and make it challenging to generate valuable insights from the available information.

This initiative aligns with several strategic objectives of the Islands Trust Council, including:

**Technology Modernization**
The proposed initiatives aim to address the strategic goal of modernizing the Islands Trust's ability
To regulate land use activity and work with others. By transitioning from the legacy TAPIS application to the CityView information management system, the Trust can significantly improve its ability to regulate land use activities effectively.

**Capacity Building and Training**
Provide training and capacity-building programs for Trust staff involved in land use regulation. Ensuring that personnel have the necessary skills and knowledge will improve their effectiveness in managing land use activities and working with others.

By implementing these strategies, the Islands Trust can modernize its land use regulation capabilities, ensure sustainable development, and foster effective collaboration with stakeholders, resulting in better bylaw enforcement outcomes and the overall well-being of the communities it serves.

Future Needs:

**Technological Upgrades**
The Trust needs modern and robust technology tools to manage the increasing volume of land use information effectively.

**Capacity Building**
The successful implementation of the new system will require appropriate training and capacity building for staff and stakeholders to utilize CityView to its fullest potential.

**Data Integration**
Seamless integration of data from various sources, including mapping and regional planning, is essential to ensure effective decision-making and improved land use regulation.

**PROJECTED RESULTS/DELIVERABLES:**

The projected results and deliverables of the initiative to transition the Bylaw component from the legacy TAPIS to CityView include:

**Enhanced Land Use Regulation System**
The implementation of CityView or a similar modern software suite will result in an enhanced land use regulation system for the Islands Trust. The new system will offer improved functionalities and capabilities, addressing the limitations of the current TAPIS application.

**Seamless Data Flow**
The integrated bylaw and local planning modules will enable seamless data flow between land use planning and bylaw enforcement activities. This means that information generated during the planning phase, such as development applications, will automatically be available for bylaw enforcement purposes and vise versa.

**Online Transaction Capacity**
The upgraded system will provide online transaction capacity, allowing stakeholders to process transactions online. This enhanced accessibility will streamline the bylaw process and improve convenience for applicants.

**Real-time Ticket Status Tracking**
The new system will include a feature for online infraction status tracking. Applicants and stakeholders will have real-time visibility into the progress of their files, reducing uncertainty and delays.

**Online Access from the Field**
Staff and officials will have the ability to access violation and development application information in real-time from the field. This feature will empower them to make informed decisions on-site, increasing operational efficiency.

**Expanded Reporting Capacity**
The upgraded system will offer expanded reporting capabilities, allowing for more comprehensive data analysis and generating valuable insights from the available information. This will support evidence-based decision-making.

**Public Accessible Portal**
The proposal includes the development of a public-accessible portal, providing community members with access to relevant land use information and Bylaw infraction files and records. This portal will promote transparency and community engagement.

**Improved Efficiency and Productivity**
The combination of online transaction processing, real-time infraction tracking, and enhanced reporting will lead to improved efficiency and productivity in the Trust's land use regulation processes.

**Long-term Sustainability**
The upgraded system's advanced capabilities and technology will position the Islands Trust for long-term sustainability in managing land use and bylaw activities, adapt to changing needs, and accommodate future growth and challenges.

**RISK ASSESSMENT:**

| Risks | Impact | Mitigation |
|---|---|---|
| **Technical Challenges**<br>Implementing a new software system, especially one with various integrated modules, can pose technical challenges during the transition phase. Data migration, system compatibility, and potential software bugs or glitches may arise, impacting the smooth functioning of the integrated system. | **High**<br>Medium<br>Low | **Pilot Testing and User Feedback**<br>Conduct comprehensive pilot testing of the integrated system with a selected group of staff and stakeholders to identify and address technical challenges. Gathering user feedback during this phase will help refine the system before full deployment. |
| **Staff Training and Adoption**<br>Ensuring that staff members are adequately trained and comfortable using the new integrated system is essential. Resistance to change or lack of proper training can lead to inefficiencies and reduced productivity during the initial stages of implementation. | High<br>Medium<br>**Low** | **Comprehensive Training Program**<br>Develop a comprehensive training program to educate staff members on using the new integrated system effectively. Providing ongoing training and support will aid in the system's smooth adoption. |
| **Data Security and Privacy**<br>With an integrated system handling sensitive land use and bylaw enforcement data, there is an increased risk of data breaches, unauthorized access, or potential privacy violations. Protecting confidential information and ensuring robust data security measures become critical. | High<br>Medium<br>**Low** | **Data Security Measures**<br>Implement robust data security protocols, such as encryption, and access controls. |

| | | |
|---|---|---|
| **Cost Overruns:** Complex software integration projects can be subject to unexpected costs, such as additional customization or third-party integration requirements. Budget overruns could strain the financial resources allocated for the initiative. | High<br>Medium<br>**Low** | **Clear Project Scope and Contingency Planning**<br>Define a clear project scope and have contingency plans in place for potential cost overruns or delays. Regular monitoring and reporting of project progress can help identify any deviations from the plan and take corrective action. |
| | | |

**ALTERNATIVES CONSIDERED:**

**Option 1: Status Quo (Do Nothing)**

**Benefits:** No immediate financial investment required, and minimal disruption to current operations.
**Risks:** Continued use of the outdated TAPIS system with its limitations, inefficiencies, and reduced community engagement due to outdated technology and limited online access.
**Financial Implications:** No direct financial costs, but potential missed opportunities for improvement.
**Resource Requirements:** No additional resources required although maintaining the legacy TAPIS system for bylaw enforcement while operating a new Cityview system for the rest of Planning Services and the Islands Trust Conservancy leads to inefficiencies which will increase over time as the legacy system is no longer maintained and the rest of the organization uses a different operating system, challenges for staff due to system limitations.
**Other Implications:** Hindered achievement of strategic objectives related to technology modernization, community engagement, and efficient land use regulation.

**Option 2: Incremental Upgrade of TAPIS**

**Benefits:** Lower initial financial investment, familiarity for staff, and gradual improvements to address some limitations.
**Risks:** Incremental approach may not fully resolve all technological challenges, and system may still lack essential functionalities.
**Financial Implications**: Lower initial costs than a full system replacement, but ongoing upgrades and maintenance may be required, which could potentially exceed the initial CityView implementation costs.
**Resource Requirements**: IT resources, developers, and staff training needed for upgrading the existing system.
**Other Implications:** May not fully address long-term needs, risking inadequate technology for future growth and challenges.

**Option 3: Full System Replacement with CityView Bylaw Module**

**Benefits:** State-of-the-art technology with comprehensive features for efficient land use regulation, seamless integration between planning and bylaw enforcement modules, improved community engagement through a public-accessible portal, and better data analysis capabilities.
**Risks:** High initial investment, potential technical challenges during implementation, and staff adaptation to the new system.
**Financial Implications**: Highest initial investment, but offers comprehensive solution and potential cost savings in the long run.

| **Cost Summary** | |
|---|---|
| Software Licenses & Subscriptions | $24,000 |
| Implementation Services | $40,000 |

| | |
|---|---|
| Information Services | $2,500 |
| Data Conversion | $10,000 |
| Training | $7,500 |
| CityView Annual Software Maintenance | $6,000 |
| **Total** | **Approx. $90,000** |

**Resource Requirements:** Substantial IS and Bylaw staff resources, and Bylaw staff training needed for a successful system replacement.
**Other Implications:** Aligns with strategic objectives, providing a modern, efficient, and user-friendly solution to address current and future land use management challenges.

**CRITICAL SUCCESS FACTORS:**

**Related Factors Identified:**

**Stakeholder Engagement**
The active involvement and engagement of stakeholders, including staff, and the public, are critical for the successful implementation of the bylaw information system. Stakeholder input, feedback, and buy-in are essential to ensure the system meets their needs and expectations.

**Data Migration and Integration**
The smooth migration of data from the legacy TAPIS system to the new CityView and seamless integration with other modules such as Planning are crucial for data accuracy and system functionality.

**Comprehensive Training**
Adequate training for staff members on using the new system effectively is essential to maximize its benefits and ensure a smooth transition from the old system.

**Effective Change Management**
A well-structured change management strategy is necessary to address potential resistance to change and ensure a positive transition for staff and stakeholders.

**Timely Implementation**
Adhering to a realistic and achievable timeline for implementation is vital to avoid delays and cost overruns and potential disruptions to ongoing land use regulation processes.

Among the identified factors, all are considered critical to the success of this initiative:

Outcomes if Critical Success Factors are Not Met:

**Ineffective Use of the New System**
Without stakeholder engagement and buy-in, the new system may not be used to its full potential, resulting in suboptimal land use regulation processes and missed opportunities for improved efficiency.

**Data Inconsistencies and Inaccuracies**
If data migration and integration are not executed properly, the new system may lack essential historical data, leading to data inconsistencies and hindering informed decision-making.

**Reduced Efficiency**

Inadequate training for staff may lead to reduced efficiency in using the new system, resulting in longer processing times for Bylaw files and increased administrative burden.

**Delayed Implementation**
If the initiative faces significant delays in implementation, the Islands Trust may continue to suffer from the limitations of the outdated TAPIS system, hindering progress towards strategic objectives.

In summary, meeting critical success factors, such as stakeholder engagement and comprehensive training is essential for the successful implementation and effective utilization of the bylaw information system. Failure to address these factors may lead to inefficient processes, data inconsistencies, and delayed progress, hindering the achievement of the strategic goals of the Islands Trust.

**RECOMMENDED OPTION:**

Recommendation: Based on the evaluation of the options, the preferred choice is:

**Option 3: Full System Replacement with CityView Bylaw Module**

**Summary of Reasons for Choosing Option 3**

**Comprehensive Solution**
Provides a comprehensive solution that addresses all the identified issues and limitations of the current legacy system. By opting for a full system replacement with CityView, the Islands Trust can overcome the technological challenges and limitations of the current TAPIS system.

**Immediate Benefits**
Integration with third-party applications can deliver near immediate benefits by adding functionalities or features that are not present in the current system. This approach can quickly address some of the identified technological challenges and limitations.

**Seamless Integration**
CityView is an industry-standard software suite, offering seamless integration of various modules, including the recently implemented planning module. This integration ensures a holistic view of land use information and fosters efficient decision-making and data analysis.

**Streamlined Processes**
The CityView Bylaw Module streamlines land use regulation processes, making them more efficient and less time-consuming. This streamlining results in improved community service delivery and better dispute resolution outcomes.

**Mitigating Risks**
While a full system replacement may pose some implementation challenges, the benefits of CityView's comprehensive features and seamless integration outweigh these risks. Adequate planning, staff training, and change management can mitigate potential obstacles.

In conclusion, Option 3, which involves a full system replacement with CityView Bylaw Module, offers the most optimal solution to address the identified issues and opportunities. The modernization of the land use regulation system, along with the integration of the Bylaw Module, ensures improved efficiency, data accuracy, and community engagement. By embracing this comprehensive approach, the Islands Trust can more

effectively regulate land use activities, protect ecosystems, and sustain healthy island communities in alignment with their strategic goals.

**COST/BENEFIT ANALYSIS:**
**Quantitative Considerations**

**Financial Costs**

**System Replacement Cost**
The implementation of the CityView Bylaw Module and integration with other modules will involve upfront costs, including licensing fees, software implementation, customization, and data migration. These costs should be carefully evaluated and budgeted for in the project plan.

| | |
|---|---|
| Software Licenses & Subscriptions | $24,000 |
| Implementation Services | $40,000 |
| Information Services | $2,500 |
| Data Conversion | $10,000 |
| **Total** | **$76,500** |

**Training and Support**
The cost of providing comprehensive training to staff and stakeholders on the new system's functionalities and ongoing support should be factored into the budget.

| | |
|---|---|
| Training | **$7,500** |

**Maintenance and Upgrades**
Ongoing costs related to system maintenance, updates, and potential upgrades should be considered. Ensuring the system remains up-to-date and compatible with future requirements is essential for long-term sustainability.

| | |
|---|---|
| CityView Annual Software Maintenance | **$6,000** |

**Financial Benefits (Savings)**

**Efficiency Gains**
The CityView Bylaw Module's enhanced features and seamless integration can lead to improved efficiency in land use regulation processes. Streamlined workflows and automation may reduce administrative costs and save staff time.

**Qualitative Considerations**

**Non-Quantifiable Costs**

**Learning Curve**
Staff and stakeholders may require time to adapt to the new system, which could impact productivity during the initial transition period.

**Change Management**
The organization will need to invest in change management efforts to address resistance to change and ensure smooth adoption of the new system.

**Non-Quantifiable Benefits**

**Improved Decision-Making**
The CityView Bylaw Module's comprehensive data and reporting capabilities can empower decision-makers with better insights and data-driven information for strategic planning.

**Enhanced Collaboration**
Seamless integration with the planning module and other components can improve collaboration among various departments and external stakeholders, fostering more coordinated land use management efforts.

**Transparency and Accountability**
The new system can enhance transparency in land use decision-making and accountability for regulatory actions, leading to increased public trust in the organization.

**Better Community Engagement**
The public-accessible portal and online transaction capacity can facilitate better communication with the community, improving community engagement and feedback.

In summary, the quantitative considerations involve financial costs and benefits, with the initial investment being the main financial concern. On the other hand, qualitative considerations encompass non-quantifiable aspects such as the learning curve, change management efforts, and the potential for improved decision-making, collaboration, transparency, and community engagement. Balancing these quantitative and qualitative factors is crucial in making an informed decision about the full system replacement with the CityView Bylaw Module.

**PURCHASING PROCEDURE:**

The implementation of the CityView Bylaw Module will be directly awarded to the CityView software vendor due to their unique qualifications, seamless integration potential with the recently implemented planning module, time efficiency, risk mitigation, and cost-effectiveness.

**Unique Qualifications**
The selected vendor offering the CityView Bylaw Module possesses unique qualifications, technical expertise, and experience in delivering similar solutions in the industry. Their track record demonstrates successful implementations in other organizations, giving us confidence in their capabilities.

**Seamless Integration**
The CityView Bylaw Module aligns perfectly with the recently implemented planning module. Directly awarding the contract to the same vendor ensures seamless integration between the modules, enabling efficient data sharing and enhancing the overall functionality of the land use regulation system.

**Time Efficiency**
By opting for a direct award, we can expedite the procurement process and accelerate the implementation timeline. This approach reduces the need for lengthy competitive bidding processes and allows us to promptly capitalize on the benefits of the CityView Bylaw Module.

**Risk Mitigation**
Through the planning module procurement process we have assessed that the selected vendor is well-established, and has a proven track record of delivering reliable solutions. The direct award minimizes potential risks associated with selecting an unfamiliar vendor.

**Cost-Effectiveness**
The direct award approach also offers cost-effectiveness in terms of resource utilization and procurement expenses. By avoiding the costs associated with running a competitive bidding process, we can allocate resources more efficiently to the actual implementation.

**Minimal Disruptions**
By directly working with the same vendor that implemented the planning module, we expect minimal disruptions during the integration process. The vendor is already familiar with our organization's processes and data structures and can effectively align the Bylaw Module with our existing system.

In conclusion, the direct award procurement approach is the most appropriate choice for implementing the CityView Bylaw Module. The selected vendor's unique qualifications, seamless integration potential, time efficiency, risk mitigation, and cost-effectiveness collectively provide a compelling justification for this decision.

**PROPOSED IMPLEMENTATION STRATEGY:**

The roll-out of the recommended solution, which involves the full system replacement with the CityView Bylaw Module, will be executed in a phased approach to ensure smooth implementation and minimal disruptions. The specific features of the roll-out are as follows:

**Phase 1: Project Planning and Preparation**

- Define project scope, objectives, and deliverables.
- Appoint a project team and project manager.
- Initiate contract negotiations with the selected vendor.

**Phase 2: Workflow Review and Optimization:**

- Review existing workflows and processes related to land use regulation and bylaw enforcement.
- Identify areas for improvement and optimization to align with the new CityView Bylaw Module's functionalities.
- Engage relevant stakeholders and users to gather feedback and insights into workflow enhancement opportunities.

**Phase 3: System Configuration and Customization**

- Work with the vendor to configure the CityView Bylaw Module to meet the organization's specific needs.
- Customize the module to seamlessly integrate with the existing planning module and other relevant systems.
- Conduct thorough testing to ensure the module functions as intended.

**Phase 4: Training and User Acceptance Testing**

- Provide comprehensive training to staff members and stakeholders on using the CityView Bylaw Module effectively.
- Conduct user acceptance testing to validate the system's functionality and address any issues before the full deployment.

**Phase 5: Pilot Implementation**

- Implement the CityView Bylaw Module in a pilot environment with a selected group of users.
- Gather feedback and assess the module's performance and effectiveness during the pilot phase.

**Phase 6: Full System Deployment**

- Based on the feedback from the pilot phase, make any necessary adjustments to the module.
- Roll out the fully functional CityView Bylaw Module to all relevant departments and stakeholders.
- Monitor the system's performance and address any additional feedback or issues.

**Phase 7: Post-Implementation Support and Optimization**

- Provide ongoing support to users and address any post-implementation issues.
- Continuously optimize the system based on user feedback and evolving needs.

**Timeline and Anticipated Date of Completion**

The timeline for the roll-out of the recommended solution will be dependent on the complexity of system integration, data migration, and the customization required for the CityView Bylaw Module. However, based on preliminary estimates the anticipated date of completion for this initiative is approximately 4 to 6 months from the project initiation. It is important to note that this timeline is subject to adjustments based on unforeseen challenges, feedback from pilot implementation, and other factors that may impact the implementation process. Close monitoring and effective project management will be critical in adhering to the timeline and achieving a successful roll-out.

**STAFF RESOURCING:**

Staff Resources Needed for the Initiative

**Project Manager (Senior Management Level)**

- The project manager will oversee the entire implementation process, including planning, coordination, and monitoring.
- Hours Required: Approximately 20-30 hours throughout the project.

**Business Analyst (Mid-Level Staff)**

- The business analyst will support the needs assessment, gather requirements, and the workflow review and optimization stage.
- Hours Required: Approximately 20-30 hours throughout the project.

**IT Team (Technical Staff)**

- The IT team will be responsible for system security and network access.
- Hours Required: Approximately 5-10 hours throughout the project.

**User Representatives (End Users)**

- User representatives will participate in user acceptance testing, provide feedback, and validate system improvements.
- Hours Required: Approximately 10-20 hours each, varying based on participation.

Total Estimated Staff Hours: 55 - 90 hours.

**Assessment of Expected Staff Hours**

The estimated staff hours of required for this initiative appear reasonable when assessed in conjunction with other work underway or planned. While the project will demand a significant amount of staff time, the phased approach allows for a structured allocation of resources. Moreover, involving end users and stakeholders during the pilot and user testing stages ensures a collaborative effort, optimizing the use of staff resources.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

**Concerns and Mitigation Strategies**

**Change Resistance**
The introduction of a new system and optimized workflows may encounter resistance from staff members accustomed to the existing processes. To address this concern, a comprehensive change management strategy will be developed. This strategy will include clear and consistent communication about the benefits of the CityView Bylaw Module, opportunities for staff involvement, and training programs to build staff confidence in using the new system.

**Training and Support**
Adequate training and support for staff and end-users will be vital to ensure a smooth transition to the new system. A comprehensive training program will be developed as part of the service contract to equip staff with the necessary skills to utilize the CityView Bylaw Module effectively. Ongoing support will be provided post-implementation to address any questions or challenges that may arise.

**Communication and Collaboration Strategies**

**Collaborative Workshops and Feedback Sessions**
Collaborative workshops and feedback sessions will be organized to gather input from Bylaw staff. These sessions will provide a platform for open dialogue, allowing stakeholders to express their concerns and suggestions, and fostering a sense of ownership in the initiative.

**Regular Progress Updates**
Regular progress updates will be communicated to all stakeholders to keep them informed about the status of the implementation. This will include milestones achieved, any changes to the project plan, and upcoming activities. Transparent communication will foster trust and ensure that stakeholders are well-informed.

**Change Champions**
Identifying change champions within the organization who are enthusiastic about the initiative and can advocate for its benefits will be instrumental in overcoming resistance and promoting buy-in among staff members. These champions will serve as role models and provide support during the transition.

**Collaborative Decision-Making**
Encouraging collaborative decision-making among stakeholders will ensure that their perspectives are considered in the customization and configuration of the CityView Bylaw Module. Engaging stakeholders in decision-making will enhance their commitment to the success of the initiative.

**Identification of Other Stakeholders**

In addition to the bylaw enforcement officers and administrative staff previously identified as stakeholders, the following groups may also be involved:

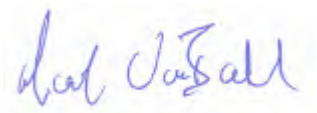
**IT Department**

The IT department will play a crucial role in system configuration, integration, and technical support.

**Finance Department**
The finance department may be involved in budget and contract planning and financial approvals related to the initiative.

**Leadership Team**
The management team's support and buy-in will be critical for the success of the initiative.

An inclusive and well-coordinated approach to change management, communication, and collaboration will facilitate a smooth and successful implementation of the CityView Bylaw Module, fostering support among stakeholders and maximizing the benefits of the new system.



| | |
|---|---|
| Initiator Name, Title | July 21, 2023<br>Date |
| Stefan Cermak, Director Planning Services<br>Reviewed by Department Lead: Name, Title | September 29, 2023<br>Date |

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | Financial Planning Committee | **For the Meeting of:** | October 18, 2023 |
| **From:** | Director, Planning Services | **Date Prepared:** | October 13, 2023 |
| **SUBJECT:** | **Salt Spring Island Office Relocation** | | |

**PURPOSE**

To provide an overview of the relocation options for the Salt Spring Island office.

**BACKGROUND**

Islands Trust operates three regional offices: Victoria, Gabriola and Salt Spring. For a number of years Islands Trust has leased space from BC Hydro on Salt Spring Island. In July 2023, Islands Trust staff were informed by BC Hydro that the Islands Trust Salt Spring Island office lease was terminated effective July 24, 2024.

Senior managers and key staff met early to assess opportunities to re-envision how Planning Services are provided to Islands Trust satellite office on Salt Spring Island. Following these discussion staff began collating office needs and assessing available options.

This briefing presents some of the results of the assessments which in turn has led to attached business case. The business case is based on evidence derived from quotes; however, the amount requested is a preliminary amount as other options are still being assessed. A definitive decision is requisite by the end of the calendar year to ensure the Salt Spring office is moved within the time required.

Given recent employment trends, real estate values and community needs, what are the viable options for office provision on Salt Spring?

**The Islands Trust Governance Review, 2022**

The Islands Trust Governance Review by Great Northern Management Consultants, February 2022, recommended that the Northern team office be relocated to Nanaimo but retain an office open for regular hours and staff on a rotating basis by one planner. They further note that this was the same recommendation of a similar Stantec Report (2007). The Governance Report did not make a similar recommendation for Salt Spring Island.

Completely removing an Islands Trust office from Salt Spring Island was not assessed as a viable option. Instead, staff assessed current and future office needs in respect of workforce trends, partnership opportunities, trustees needs, community service, and public access while ensuring Islands Trust governance principles of openness, service quality, responsible responsiveness, community involvement and inter-agency relations were adhered to.

**Workforce Trends**

Salt Spring Island had up to eight staff assigned to and working in the office on a regular full time basis in 2018. As of October 2023, that number has been reduced in half. The remaining four staff assigned to Salt Spring Island have taken advantage of telework agreement opportunities and travel to Salt Spring Island once or twice weekly, and as required. No staff receives travel expenses for travelling to their assigned office thus the four staff travelling to the Salt Spring office must cover their own ferry, mileage, and other travel related expenses. Numerous other staff continue to frequent using the office space on

a regular or ad hoc basis bringing the number of staff in the office back up to 8-10. For example, the Bylaw Compliance and Enforcement team, a team of five, use the office for monthly team meetings and training purposes, and the Director of Planning Services and Senior Freshwater Specialist use the office from time to time support the Salt Spring team as they both live on the island. The public continues to make in person enquiries, have in person meetings, and elected officials are increasingly reusing the space for meetings post Covid-19 office closures.

**Office Options**

Staff considered various office options including:

1. New construction,
2. Sharing workspace with other agencies,
3. Creating a small storefront presence (under 1,000 $ft^2$),
4. ***Finding a medium sized office space (1,000-2,000 $ft^2$), or***
5. Finding a full sized office (2,000 + $ft^2$).

New construction was not an option due to cost, timing, and borrowing limitations although some local commercial property owners expressed a desire to work with the Islands Trust to build a new space. A small storefront presence would permit a lean office space but did not meet the multitude of office needs (meeting space, document storage, server space, and the spatial needs of staff). Conversely, a large office space was no longer required due to increase in telework agreements and the lack of local housing options. Thus a medium or reduced office space has been sought (current office space is approximately 2,500 $ft^2$ ).

A reality of the SSI real estate marketplace is that there are very limited available spaces that could accommodate commercial/office needs. Staff reached out to provincial staff and local realty offices for assistance locating options. Staff also reached out to other agencies on Salt Spring Island for partnership opportunities. Most agencies either did not have space at this time or a small amount of space could be available but was not accessible (ex: accessible by stairs only). One agency indicated that they intend to expand their space at a future date and would welcome partnering at that time but had no definitive timeline. One agency indicated that they lease office space from a private land owner who had vacant space adjoining them. Staff have pursed this option. Another space may become available in November 2023 and staff are having preliminary discussions to enquire about this potential opportunity.

**Timing**

At time of drafting this briefing, only one feasible office space is available. Staff have received estimates to design and renovate the space to bring it up to current public office standards and to meet basic office needs as described in the business case. These estimates have formed the basis of the cost estimates in the business case. Staff continue to pursue other options as they arise.

There are limited options available and a decision needs to be made by the end of the calendar year in order to allow enough time to negotiate a lease and contract services to make whatever changes are required to continue providing quality Planning Services for the Salt Spring community.

**ATTACHMENT(S):**

1. Salt Spring Island Office Relocation business case

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**Prepared By:** **Stefan Cermak, Director, Planning Services**

**Reviewed By/Date:** **R. Hotsenpiller, CAO**

**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**

**Requested by** *(Committee or Operational Unit)*:
**Executive Committee**

**Department:**

**Planning Services**

**Name of Request:**

**Salt Spring Office Relocation**

**$ Value of Request** *(indicate by fiscal year and total if project is multi-year):*

**FY 2024/25 - $210,000**

**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 Submission to Finance:**
**October 4, 2023**

**Funding Required for (date range):**
**April 1, 2024-March 31, 2025**

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (*Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

*Strategic Plan goal: effective, efficient, and collaborative governance. The February, 2022 Islands Trust Governance Review and previous similar reviews have acknowledged benefits and challenges of the satellite office model and does not recommend any change to the location of an office on Salt Spring Island. In the interest of serving approximately over one third of all Islands Trust residents with central offices, this is best achieved by maintaining the Salt Spring Office.*

*Islands Trust Governance Principles Policy 2.1.3 outlines the relevant values of Openness, Service Quality, Responsible Responsiveness, Community Involvement, and Inter-Agency Relations.*

**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 are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

The Salt Spring Island office lease has been terminated effective July 24, 2024.
All feasible opportunities are being explored; however, as of September 2023 only one location has been found that may accommodate Salt Spring Island office needs. That space requires redesigning, some construction, and consideration of furniture needs including kitchenette appliances.

**PROJECTED RESULTS/DELIVERABLES:** (*How does this address the issue/opportunity described above*? *Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

Complete move into new office and serving the public no later than July 1, 2024.
Meeting terminating lease requirements to clean vacated space in July 2024.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

**Timing.** The current office space must be vacated by July 2024. An opportunity may arise whereby relocation can happen sooner. However, the budget cycle imposes costs to be borne in the next fiscal year. Current opportunities may expire if not acted upon in a timely manner. Timing is a key factor in ensuring continuity of services.

Further risks are identified in the options listed below.

**ALTERNATIVES CONSIDERED:** (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.*)

**Option 1: Do nothing**

- Benefits – reduced budget expenditure on office leases.
- Risks – poor governance, no office for public members to engage with staff or elected officials, no server location, no staff interactions, no filing storage location
- Financial implications – reduced lease costs; costs associated with disposal of office furniture; alternate space required for storage of records; alternate space required for elected officials to work and meet with the public and staff (as per Policy 7.4.4); substantial increase in staff travel costs for meetings and site visits; possible severance pay if office location is terminated and staff cannot be accommodated to work elsewhere.
- Other implications- busiest Islands Trust office (amount of "foot traffic" or in office meetings with the public) in terms of public serviced in person); loss of local employment on Salt Spring Island, governance impacts, organizational impacts.

**Option 2: Fund Relocation Costs ($210,000)**

- Benefits – Keeps office open on Salt Spring Island; ensures office meets minimal operational requirements
- Risks – Governance wants versus operational needs. Relocating offices will be expensive and will be challenging for some elected officials to accept despite staff being required to be as fiscally prudent and responsible as possible; Evolving workplace needs – Salt Spring Island staff are increasingly traveling from off island thus reducing the total office space required – the risk is finding the right balance of decreasing office space while still meeting the need of the local population.
- Financial implications – Significant. Rare.
- Resource requirements – Substantial staff time is required to relocate.

- Other implications- opportunity to implement progressive shared work spaces and to create a new meeting/shared space available to the public.

**Option 3: Fund [lesser] Relocation Costs ($to be determined)**

- Benefits – Reduced relocation costs
- Risks – extremely limited options available; no evidence available to reduce costs while meeting needs; reducing costs to current option will lead to a poor work environment for staff, poor meeting space for elected officials; and even possible decreased job satisfaction and performance; reducing upfront costs will likely lead to requests for future office improvement costs
- Financial implications – reduce initial relocations costs; likely future relocation related costs at a more expensive rate
- Resource requirements – same as option 2
- Other implications- same as option 2

**CRITICAL SUCCESS FACTORS:** (*What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

Safe and effective relocation of the Salt Spring office.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

**Option 2.**

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative:

- Design and Renovation: $185,000
- Moving and Storage: $5,000
- Cleaning of old office: $3,000
- Appliances: $2,000
- Furniture Replacement: $5,000
- Contingency: $10,000

**Total: $210,000**

Qualitative:

The Salt Spring Office of the Islands Trust seeks to maintain a safe and accessible space for staff, members of the public, and elected officials. This includes making sure that people, information, and property are as safe and accessible as possible. We seek to provide a high quality of service, and ensure that service levels are minimally disrupted to the greatest extent feasible within the bounds of employee and public safety.

Minimum office needs include the following:

- Reception space (min. one work space)
- Available parking
- Small conference/meeting room
- Three private (potentially shared) offices
- Six semi-private / open workspaces
- Kitchenette (store and heat up food, common area for eating)

- Connected network space and one office printer
- Document storage space (fire proof cabinets)
- Restrooms

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (i.e.: external competition, government-restricted internal competition, etc.)*

As per procurement policies.

**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?)*

- ***Needs Assessment**: Staff have been engaged in a needs assessment (ensuring community, staff, and elected official need are met) while implementing a modernized workforce structure such as sharing office spaces to reduce overall spatial needs.*
- ***Options Identification:** Staff have contacted real estate agents to help locate new office locations. Staff have also reached out to known Ganges property owners and properties listed for sale in the Ganges area for possible lease opportunities. Staff have been in discussion with other agencies such as the CRD, NSSWD and SD64. Staff have had advanced discussions with one existing property owner who has available space.*
- ***Options Assessment:** Staff are still assessing options; however, staff need to submit a business case to meet budget drafting deadlines.*
- ***Decision.** A decision on location is expected by January 2024.*
- *An RFP or possible direct award for design: Jan. 2024.*
- *An RFP for renovation: March 2024/ award April 2024*
- *Required office purchases in May –June 2024*
- *Move in by July 1, 2024*
- *Clean up old office space in July 2024.*

**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/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

*Relocating the Salt Spring office will require help from numerous sources:*

- *Relocation task force already formed (PS, IS, Admin Services, CAO) 2 hours/month*
- *Salt Spring staff: clear office of unnecessary documents and items (already slowly occurring); (1-2 hours/week)*
- *Information Services: remove information technology infrastructure (servers, Wi-Fi, etc.) and install in new location (2 days removal, 3 days installation, likely over weekend in June 2024)*
- *Finance/Legal: Negotiate lease agreement – especially factoring in likely required capital upgrades; guide procurement processes (8 - 16 hours)*
- *Project management and task execution (Planning Services) – includes moving details, office design, furnishings, etc.(80 hours)*
- *Communications (Trust Area Services) (12 hours)*

*Hour estimates are very rough estimates and may change based on Options Assessment.*

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, and involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

Staff expectations: The only available space that currently meets operational needs would have less amenities than the current space (ex: no kitchen, no respite space, and only access to public washrooms). Ensuring a safe

and accessible space will take priority thus staff expectations will need to be managed. This has already begun with clear communications and setting realistic expectations.

Communications: relocating the office will cause service disruptions. This should be able to be minimized to no greater than a week; however, clear communications will be required to the community about where the office is relocating to and to be patient with the process.

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**Requested by**: Executive Committee

**Prepared by**: Stefan Cermak, Director Planning Services / September 15, 2023

**Reviewed by**: Russ Hotsenpiller, CAO / September 29, 2023

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | **Financial Planning Committee** | **For the Meeting of:** | October 18, 2023 |
| **From:** | **Executive Committee** | **Date Prepared:** | October 13, 2023 |
| **SUBJECT:** | **Microsoft 365 Upgrade** | | |

**PURPOSE:**

To communicate the proposed budget allocation for Microsoft 365 (MS 365) software licensing, which represents an increase ($34,000) in software expenditure for the upcoming fiscal year (2024/25).

**BACKGROUND AND ANALYSIS:**

Our objective is to ensure that this strategic investment aligns seamlessly with our organization's transition from Windows 10 to Windows 11, addresses the impending end of life for Office 2016 and Office 2019, and supports our critical IT infrastructure, such as roaming profiles, shared office spaces, and remote work capabilities. This analysis will not only evaluate the cost implications but also underscore the necessity of upgrading to MS 365 E3 to maintain full local control of Group Security Policy, safeguard our environment from unplanned updates, and enhance endpoint security while optimizing the overall budget allocation for our IT needs.

Accordingly, in the upcoming fiscal year (2024/25), we are planning a significant migration from our current Windows 10 desktop environment to Windows 11. It is crucial to note that extended support for both Windows 10 and Office 2016 is scheduled to end on October 13, 2025. Additionally, the only current office package available besides Office 2016, Office 2019, is also reaching its end of life at the same time. Therefore, it is imperative that we upgrade our workspace next fiscal year in order to ensure a functioning and fully supported work environment in time for the planned End of Life (EOL) of these products. Given the circumstances, transitioning to MS 365 is the most practical and necessary choice.

The MS 365 license matrix is notably complex, and we have meticulously reviewed the various licensing levels to identify the most cost-effective solution that meets Islands Trust's specific needs. After careful consideration, we have selected MS 365 E3 for several compelling reasons, which are explored below.

- Our user environment relies on a roaming profile configuration, allowing any staff member to log into any Islands Trust computer within our offices and access their personalized desktop profile. This includes preferred custom desktop settings, browser bookmarks, printer configurations, network access, and more. This flexibility is of utmost importance to accommodate our diverse workforce.
- This configuration also supports our current office sharing scenario, where multiple staff members share offices and connect to common workstations. Each worker benefits from a custom account profile on whichever computer they connect to. In cases of computer issues or replacements, a seamless transition is achieved by simply logging out of one laptop and into another, with no further setup required.

- We utilize a Terminal Server farm that enables remote work for staff working from home or traveling. This setup grants full access to files, applications, and other essential resources. To maintain this setup and address security concerns, it is imperative to have the license capabilities included in the MS 365 E3 license. This level of licensing provides full local control of Group Security Policy for Office apps, which is mandatory for our workspace. It serves as a critical transition point from Microsoft controlling local configurations, ensuring that we retain control over critical aspects of our IT environment. Without this level of control, Microsoft would have the authority to install patches, modify computer configurations during updates, and introduce applications without our consent, which is not aligned with our requirements.

As demonstrated in a recent Islands Trust test case, Microsoft's updates can have unintended consequences. In this instance, Microsoft automatically enabled "OneDrive," a feature that allows simultaneous storage of files on the local computer and in Microsoft's cloud storage. However, the syncing process unintentionally transferred ownership and control of files from our local user to the cloud storage, causing significant disruption. Reverting this change required a time-consuming process involving data backup, removal, reconfiguration, and restoration, highlighting the importance of maintaining control over our environment.

One notable benefit of the MS 365 E3 suite that will help offset some of the annual costs is the endpoint security it provides for workstations. This will allow us to discontinue some of our Trend Micro licenses, reducing the annual cost of the Trend package by approximately $3,000.00. Looking ahead, there are potential opportunities to further leverage the robust features within MS 365, particularly Microsoft Teams in the future. Teams, as the Microsoft alternative to Zoom Meetings and phones, not only offers video conferencing capabilities and a desktop phone alternative but also serves as a comprehensive collaboration platform. As we explore the full spectrum of its functionalities, including document sharing, real-time collaboration, integrated workflows, and communication tools, we anticipate increased productivity and streamlined operations. Furthermore, Teams seamlessly integrates with other MS 365 applications, creating synergies that could potentially reduce our reliance on additional software solutions. While the transition from Zoom Meetings and phones to Teams is not feasible in the immediate future due mainly due to the addition cost of $12,000 per year plus a one time $10,000 cost for the transition from Teams to Zoom. As with any other technological option however this will be considered as a potential option in future reviews and will remain a potential option.

**CONCLUSION:**

This is essentially an unavoidable cost of doing business and what is proposed is the best solution available. The MS 365 E3 license aligns with our organization's specific needs and provides the necessary control over our IT environment while ensuring full support for our upcoming transition to Windows 11 and the end of life for Office 2016 and Office 2019. This investment is essential to maintain our operational efficiency, security, and flexibility.

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**Prepared By:** Mark van Bakel, Senior Technical Analyst
**Reviewed By:** D Beeston, R Hotsenpiller

**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
Information Systems

**Business Area:**

Administrative Services

**Name of Request:**
GIS Coordinator – 1.0 FTE
Salary range $ 85, 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: 6/21/2023**

**Funding Required for (date range): From April 2024 onwards we are requesting an additional $70,000 - $80,000 per year for annual salary.**

**ISSUE/OPPORTUNITY:**
The Islands Trust is experiencing a growth in Geographic Information Service (GIS) needs and a corresponding reduction in GIS dedicated personnel which requires attention. Given that the Senior Technical Analyst (Information Service Manager) position has migrated to a general information services management function at a loss of approximately an .3 FTE of dedicated GIS support, the organization is left with 1.0 FTE, the Technician, to provide all GIS services. There has also been a concurrent increase in GIS service needs across the organization due to volume and complexity of land use applications, long range project mapping needs and Conservancy services. As a result GIS services are becoming overwhelmed and require additional staffing resources. This proposal is to add a new GIS Coordinator position to address the service shortfall.

The Islands Trust currently has 1 FTE functionally dedicated to the provision of GIS services at the Islands Trust, that being the GIS Technician. The Islands Trust is facing challenges due to the overwhelming demand for GIS services and limited GIS Staff resources and support, which is resulting in overload of the GIS Technician. In the absence of a dedicated GIS Coordinator, GIS Analyst or Computer Application Support Technician (CAST) support, the GIS Technician has been compelled to take on the responsibilities of the GIS Coordinator alongside their own duties, as summarized below.

**GIS Technician:**

- Spatial datasets edits.
- General mapping/cartographic tasks.
- Consolidation of bylaw amendments.
- Mailing list and subject property map product development.
- Maintenance of digital and hard copy map archives.
- Small scale project execution (i.e. Subdivision potential map development)
- Plotter maintenance and supplies management.
- Annual updating of ITC mapping for brochures.

**GIS Coordinator:**

- Implementation and administration of GIS Server and Desktop software environments.
- Design and implementation of GIS spatial databases.
- Imagery acquisition planning, quality assurance and archive data processing and implementation.
- Assist with recruitment of and provide training for ITC GIS Coop students.
- Design, development and implementation of parcel data (i.e. PMBC) maintenance strategies.
- Data alignment workflow (i.e. Zoning and Protected Areas) development.
- Management of data sharing with outside agencies and individuals.
- BC Assessment and Land Title Office data maintenance.
- GIS License and user account administration.
- Advanced GIS modelling (i.e. SQL, ESRI Model Builder, Python).
- ITC Field data collection system design strategies, implementation, and administration.
- Web map application (i.e. MapIT, Projected Places) development.
- Development and Implementation of spatial data metadata standards (i.e. source, acquisition date, methodology).
- Prioritization of day-to-day GIS activities.
- Monitoring of GIS trends and standards.

The list of GIS Coordinator and Technician duties demonstrates a wide range of responsibilities and skill sets required for effective GIS operations. The duties of a GIS Coordinator involve strategic planning, system administration, staff recruitment, and advanced GIS modelling, among others. These tasks require a higher level of expertise and a focus on system-wide management. On the other hand, the GIS Technician duties involve cartographic/mapping tasks, spatial data editing, and day-to-day operational support. Combining both roles places an excessive workload on the technician, compromising the quality and efficiency of both the coordination and technical aspects of GIS operations. There has also been a significant increase in the amount of GIS work required by:

- Planners associated with applications
- Long range projects
- Enquiries
- Islands Trust Conservancy

GIS services constitute a wide range of service requests from simple mapping requests, to OCP and land use projects to the array of Conservancy mapping needs. The volume of requests for these services has increased in recent years, both in volume and complexity. For instance, for mapping service requests, which is only one element of mapping services, the following trend has been identified:

2019 – 29 per month
2020 - 42 per month
2021 – 47 per month
2022 – 55 per month
2023 – 70 per month

This increase in volume, which only reflects a portion of GIS needs/utilization at the Islands Trust, indicates an increase in service delivery is required.

To address these challenges and ensure the effective delivery of GIS services, it is recommended that additional full time equivalent GIS resources are acquired. This would re-establish a clear division of responsibilities between a GIS administration and mapping, address volume issues, deliver proper management, effective support, and optimal utilization of resources. This role will alleviate the burden on the GIS Technician, allowing them to focus on their core responsibilities and ensuring attention to detail, timely delivery, and effective development of GIS based map products. The GIS Coordinator will further enhance quality control and assurance, improve productivity and performance, and provide essential support for the increased demand for GIS services.

**How We Got Here:**

The following is a list of key contributing factors to the challenges faced by GIS staff resources. These factors are further visualized in Appendix B, which illustrates the interplay between these factors and their impact on GIS resource availability.

**Coop Funding Discontinued:** A 2008 GIS Staff Resource Assessment recommended that the Islands Trust would benefit from 2.5 dedicated GIS staff, indicating that the existing staff required additional resources. An annual Co-op position was established as a means of addressing the 0.5 FTE shortfall, however it was discontinued in 2019..

**Creation of Senior Technical Analyst (IS Manager):** In response to the 2016 KMPG Information Systems Assessment Report, which highlighted the need for greater project management focus and improved oversight and management of the IS group, the position of GIS Coordinator was transformed into a newly created role under the PSA classification of Senior Technical Analyst, serving as IS management. At the time the justification for this transition was supported by a stable GIS server and software infrastructure and the availability of Senior Technical Analyst, Coop and CAST staff resources.

**CAST Support:** In 2019 Nigel Hughes, a two term GIS Co-op student, accepted a position as Computer Application Support Technician, while continuing to provide GIS support through to his departure in 2020. Although the position was successfully filled the recruit does not possess the same GIS experience and is therefore unavailable to provide GIS support.

**Platform Upgrades:** In 2018 major upgrades of the Islands Trust GIS infrastructure were began, with the replacement of ArcGIS Server with ArcGIS Portal, and ArcGIS Desktop with ArcGIS Pro. The infrastructure changes were implemented by the GIS Technician, highlighting the technician's ability to handle complex and administrative level tasks but at the expense of their primary responsibilities.

**IS Project Demands:** The Senior Technical Analyst's project management demands, such as the Victoria office renovation, hybrid meetings and workforce, and the Islands Trust website, have further reduced available GIS resources.

**ITC Project Demands:** A move to in-house property monitoring, both the monitoring of current properties and the Expansion of ITC protected areas and increased needs from other ITC programs (e.g. conservation modelling, expanding natural area datasets, introduction of a Species at Risk Program, etc.) has led to increased GIS project demands, amplifying the strain on existing GIS resources. See Appendix A for a more detailed description of emerging GIS needs.

**Increased Development Applications:** The 2021 peak in development applications nearly doubled the previous 10-year average, intensifying the need for robust GIS support, at a time when GIS resources were being cut (i.e. GIS Coop Funding) or refocused (i.e. IS Project Demands).

**Staff Growth:** Since 2008, the staff count has increased from 52 to 70 in 2023. The steady growth in staff numbers within the organization has resulted in an increased demand for IS support. Consequently, this growth has placed additional strain on available GIS resources by limiting the availability of Senior Technical Analyst GIS support.

**GIS Technician Backfilling:** The backfilling strategy undertaken by the GIS Technician has enabled the successful implementation of GIS infrastructure upgrades. However, it is important to acknowledge that this approach, while providing temporary relief, serves as a short-term and intermittent band-aid solution. It does not adequately address the underlying issue of limited resources nor does it offer a sustainable solution to effectively meet the growing demand for GIS services.

**Demand for Higher Level Services:** The increasing GIS administration requirements, coupled with growing GIS project demands, have placed a significant burden on the GIS Technician. In addition to their primary responsibilities as a GIS Technician, they are now also supporting a rising demand for higher-level GIS administrative and analyst service requests. It is evident that this dual role arrangement is not sustainable and has adverse effects on both the technician's well-being and the overall quality of GIS services provided.

**PROJECTED RESULTS/DELIVERABLES:**

Adding resourcing to the IS team in the form of a GIS Coordinator will result in the following benefits:

**Reduced Risk of Burnout:** An additional FTE will address the identified issue of overwhelming demand for GIS services and the burden it has placed on the GIS Technician.

**Enhanced GIS data quality and reliability:** Appointment of a dedicated GIS Coordinator will allow the GIS Technician to focus on their primary responsibilities, resulting in expanded attention to detail and better service delivery outcomes.

**Streamlined GIS service requests and support:** The GIS Coordinator will establish efficient workflows and systems to handle GIS service requests from staff across the organization. This will reduce response times, provide timely assistance, and ensure that GIS support is effectively provided to meet the needs of different business units.

**Improved GIS project management:** The GIS Coordinator will bring a project management focus to GIS initiatives, ensuring that projects are well-planned, executed, and monitored. This will result in more effective and efficient project delivery, with improved timelines, resource allocation, and stakeholder communication.

**Strengthened GIS data governance and quality control:** The GIS Coordinator will implement robust data governance practices, including data validation, documentation, and version control. This will ensure the integrity of GIS data, minimize errors, and improve overall data quality and consistency.

**Enhanced GIS capacity:** With more time, GIS staff will have the opportunity to prioritize GIS skill development, fostering a more capable GIS team. This will enable them to effectively address GIS-related challenges and provide comprehensive support for the organization's GIS needs.

**Improved coordination of GIS activities:** The GIS Coordinator will serve as a central point of contact for GIS-related matters, facilitating collaboration and coordination among different teams and stakeholders. This will foster efficient information sharing, promote interdisciplinary collaboration, and ensure that GIS activities align with organizational objectives.

**RISK ASSESSMENT:**

Hiring a new GIS Coordinator to support the GIS team comes with minimal risk to the organization. The main risk lies in not adequately addressing the growing demands for GIS services. Potential risks associated with hiring a new GIS Coordinator include challenges typically associated with recruitment, such as difficulties in finding or retaining suitable candidates.

Overall, while there are some inherent risks associated with the recruitment, the potential benefits of hiring a GIS Coordinator outweigh these risks. Adequate measures can be taken to mitigate these risks and ensure the successful integration of the new role into the GIS team and IS Group.

**ALTERNATIVES CONSIDERED:**

**Option 1: Do not hire the proposed 1.0 FTE (Status Quo)**
**Benefits:** None.
**Risks:** Without hiring a GIS Coordinator, the organization will continue to face limitations in effectively managing GIS resources and addressing GIS-related challenges. This includes insufficient support for GIS projects and services, lower quality deliverables, and missed opportunities for leveraging GIS capabilities. The organization may experience inefficiencies, reduced GIS effectiveness, and hindered decision-making.
**Financial implications:** No immediate financial implications, but the organization will continue to face resource limitations and potential costs associated with inadequate GIS support.
**Resource requirements:** None - the organization will rely on existing staff and intermittent solutions, resulting in ongoing strain on resources and limited GIS capabilities.

**Option 2: Reallocate IS Coordinator resource following staff members Retirement**
**Benefits:** Reallocating the IS Coordinator resource to GIS would result in an increase in GIS staff resources without adding an additional staff member to the IS Group. This reallocation would provide immediate support to the growing demands for GIS services and projects within the organization.
**Risks:** By reallocating the IS Coordinator resource to GIS, there is a potential risk of diminished IS capacity. This could result in reduced support for information systems, infrastructure maintenance, and overall IT management. The organization may need to rely more heavily on third-party contracted support, such as Blackman Support Services, which can lead to increased costs and potential challenges in maintaining consistent service levels.

**Financial implications:** The financial implications of this option would depend on the specific arrangements made with Blackman Support Services or any other third-party contractor. It may result in increased costs for IT support and services.
**Resource requirements:** None - the organization will rely on existing staff and third party contactors.

**Option 4: Engage with independent contractors for project-related work**
**Benefits:** This option allows for access to specialized expertise and resources on a project-by-project basis. It provides flexibility and the ability to tap into a wider range of skills and knowledge without the long-term commitment of a permanent hire.
**Risks:** Risks associated with finding suitable contractors, potential for higher hourly rates compared to hiring a permanent staff member, and challenges in integrating external resources into the organization's workflow.
**Financial implications:** Costs will vary depending on the scope and duration of the projects, as well as the rates charged by the independent contractors.
**Resource requirements:** Staff time to identify and engage with suitable contractors, manage the projects, and ensure effective collaboration and knowledge transfer.

**CRITICAL SUCCESS FACTORS:**

**Comprehensive and accurate job description:** Developing a well-drafted job description that clearly outlines the required education, skills, and qualifications is crucial for attracting suitable candidates during the hiring process. A precise job description ensures that the right talent pool is targeted, increasing the chances of finding qualified individuals who can contribute effectively to the GIS initiative.

**Rigorous and well-executed hiring process:** Conducting a thorough and meticulous hiring process is essential to secure high-quality staff for the GIS role. This process should include robust screening, interviewing, and evaluation techniques to assess candidates' suitability and compatibility with the position and organizational requirements. A well-executed hiring process enhances the likelihood of finding competent individuals who can make significant contributions to the GIS initiative.

**Comprehensive orientation and on-boarding:** Providing a comprehensive orientation program for the newly hired staff is crucial for enabling them to perform their duties effectively and contribute to the organization's success. Proper on-boarding ensures that new hires are equipped with the necessary knowledge, resources, and support to navigate their roles and responsibilities, increasing their ability to deliver optimal results in the GIS initiative.

**Support from elected officials and management:** Gaining support from Islands Trust elected officials and management is vital to secure the necessary funding and resources for the new GIS position. Having the backing of key decision-makers ensures the allocation of financial resources and organizational support required for the successful implementation of the GIS initiative. Without adequate support, the initiative may face financial constraints and limited resources, hampering its effectiveness and overall impact.

**RECOMMENDED OPTION:**

: Hire a permanent GIS Coordinator 1.0 FTE

This option provides the greatest benefit to the organization and ensures the well-being of staff members involved in GIS operations. By hiring a GIS Coordinator, the organization can access skilled resources dedicated to addressing GIS-related challenges and driving improvements within the organization.

Benefits of Option 2 include:

- **Enhanced GIS capabilities:** Hiring a permanent GIS Coordinator allows for the development of a highly skilled GIS team capable of meeting the organization's evolving GIS needs. This increased capacity will enable the team to tackle complex projects and deliver high-quality GIS services to support the Islands Trust mandate.
- **Improved job satisfaction and staff retention:** By providing the GIS Technician with a dedicated GIS Coordinator, job satisfaction and retention potential are enhanced. This leads to higher levels of staff engagement, motivation, and loyalty, contributing to a positive work environment.
- **Effective implementation of changes and improvements:** The permanent GIS Coordinator will play a crucial role in driving desired changes and improvements within the organization. With a dedicated resource focused on GIS operations, the organization can effectively implement new strategies, technologies, and processes that will benefit the organization as a whole.

**COST/BENEFIT ANALYSIS:**

**Quantitative Discussion:**

The annual ongoing cost of hiring a permanent 1.0 FTE GIS Coordinator is estimated at approximately $108,000, annually which includes salaries, benefits, training, and professional dues. It is important to note that costs may rise modestly each year based on potential salary increases.

Savings will be realized through the prevention of potential future staff leaves and the need for paid backfill. By providing the GIS Technician with appropriate work-life balance, the organization can reduce the likelihood of staff burnout and turnover. This translates to savings in terms of reduced costs for paid leave, as well as lower recruitment and training expenses associated with staff turnover.

**Qualitative Discussion:**

Hiring a permanent GIS Coordinator brings qualitative benefits to the organization. Staff members with a proper work-life balance are more engaged, productive, and invested in their work. They exhibit higher levels of job satisfaction and are more likely to collaborate effectively with others, contributing to overall organizational success. Additionally, reduced turnover resulting from improved work-life balance leads to lower costs for the organization in terms of lost working hours and recruitment and training expenses.

**PURCHASING PROCEDURE:**

Since the hiring of staff does not fall under the procurement of goods or services, a procurement process is not applicable. Instead, a hiring process will be conducted following standard Public Service Agency (PSA) practices. This process includes obtaining approval to reinstate the currently vacant position, reviewing the job description and classification, posting the job externally, collecting and reviewing resumes, conducting skill testing, interviews, reference and criminal record checks, issuing offer letters, and providing comprehensive on-boarding and training for the new staff member. These steps ensure a thorough and compliant hiring process in accordance with established procedures.

**PROPOSED IMPLEMENTATION STRATEGY:**

To ensure immediate relief from resource challenges, it is advisable to continue to support GIS Technician backfilling. This will help alleviate the workload and provide temporary support until the new staff member is hired and fully on-boarded.

The hiring process will be initiated in mid-March 2024, following budget approval, with screenings and interviews taking place in April 2024. The anticipated start date for the new hire is in May 2024. Comprehensive training for the new staff member will be conducted over a period of 2-3 months, ensuring they are fully equipped to fulfil their role. The true benefits of the hiring, including improved GIS resources, are expected to be realized by the fall of 2024.

**STAFF RESOURCING:**

**Pre-hiring activities:**

Senior Technical Analyst: Coordinated the backfilling of the GIS Technician role to ensure immediate relief from resource challenges during the hiring process. This includes identifying suitable candidates, screening resumes, conducting interviews for the backfill position, and making the necessary arrangements for the backfill. Review and update existing GIS Coordinator job description for new staff, screen applicant resumes, prepare and mark written assessments, conduct interviews, conduct reference checks, and make job offers. Estimated time: 40 hours.

Employee Services Coordinator: Administer job posting, collect resumes, administer written assessments, schedule interviews, prepare offer letters, and file for criminal record checks. Total time: 5 hours.

Interview Panellists (Senior Technical Analyst + 2 others): Conduct interviews and participate in post-interview discussions. Estimated time: 2 hours per interviewee per panellist.

**Post-hiring activities:**

Senior Technical Analyst: Oversee and conduct training and orientation with new staff for a period of 2-3 months.

Employee Services Coordinator: Process new hire paperwork, schedule and deliver basic new hire orientation and onboarding sessions. Total time: 15 hours.

Others across the organization: Provided orientation to other departments and relevant processes over the course of 1 week.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

The business case has been provided to the Trust management team for their consideration and support. In the event that the position receives approval, appropriate internal communications will be conducted to inform staff about the upcoming hiring process. The competition will be advertised both internally within the organization and externally on platforms such as the BC PSA job site and other relevant job portals, following standard hiring procedures. This approach ensures transparency and provides equal opportunities for potential candidates.

| | |
|---|---|
| Initiator Name, Title | Date |
| Reviewed by Department Lead: Name, Title | Date |

| **REVIEWED BY MANAGEMENT TEAM:** | |
|---|---|
| **Date received:** | **Accepted by Management:** ☐ **YES** ☐ **NO** |

**Next steps:**

- If accepted by management:
    - the business case will be forwarded to FPC for review in October of each year.
    - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and the business case forwarded to FPC.
- If not accepted by management:
    - the business case will be forwarded to FPC for information in October of each year, but not included in the budget draft.

# Appendix A: Islands Trust Conservancy Emerging GIS Needs

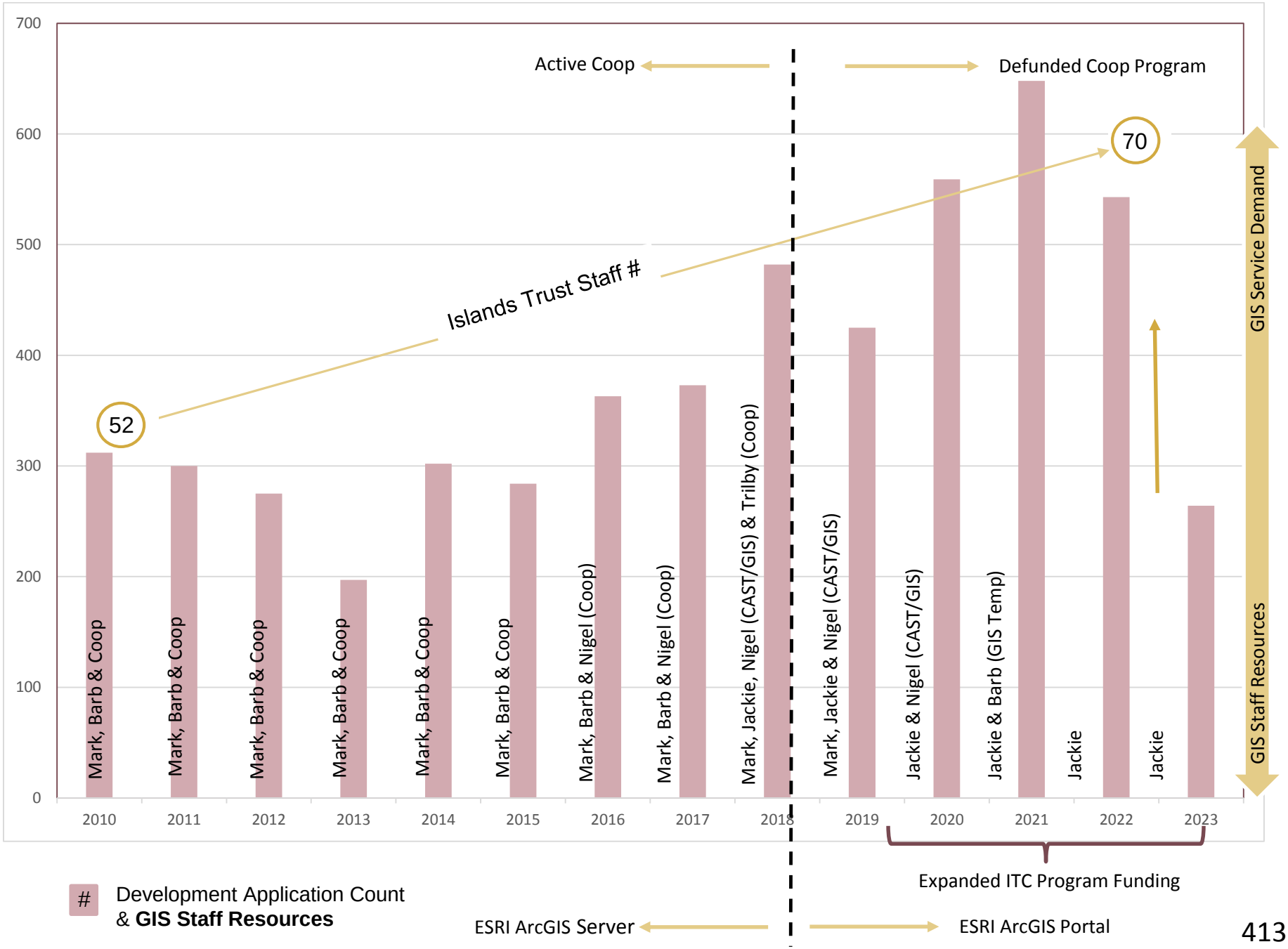
Islands Trust Conservancy (ITC) uses GIS resources to assist with conservation planning, communications products, grant reporting, annual reports and property management needs. As ITC responsibilities grow, due to increases in protected areas and expanding needs such as Climate Change, species at risk management and First Nations engagement, so have ITC's GIS needs. GIS support from Islands Trust Information Systems (IS) is integral to ITC's work and ITC increasingly leans on IS for technology solutions and day-to-day support for the following:

- Creation of mapping for communications and reporting
- review of new data and maintenance and updates of existing data, including Terrestrial Ecosystem Mapping, shoreline and marine mapping, species at risk occurrence mapping, and protected areas mapping
- Integration of Islands Trust Conservancy sourced data into internal mapping systems for use by staff (i.e. TAPIS)
- Data analysis for communications, conservation planning and property management
- Statistical information for annual reports and grant reports
- Business analysis to assist with sourcing new software and hardware for property management
- Training and support for safety devices that are used in the field
- Design, training and support of in-the-field tools that assist ITC staff and contractors to more effectively and efficiently collect data, including set up of GPS data collection and associated apps, syncing of in-the-field data collection apps and internal reporting systems
- Training and support for ArcPro, ArcGIS Online, and other mapping software, so that we can become more self-sufficient when it comes to creating maps

As ITC grows its protected areas and programs, it is clear that IS no longer has the resources to support ITCs increasing GIS needs. ITC is hopeful that solutions can be found to support service gaps that we are experiencing as the ITC work program grows.

*-Kate Emmings*
*Manager, Islands Trust Conservancy*

## Appendix B: Contributing Factors to GIS Staff Resources Challenges



**ISLANDS TRUST**
**Fiscal Year 2024/25**
**PROPOSEED LTC PROJECTS**

| ITEM | AMOUNT | TOTAL |
|---|---|---|
| **Specific Projects >$5000:** | | |
| DE: Housing Review | $ 15,000 | |
| GAB:OCP and LUB Comprehensive Review | $ 25,000 | |
| MA: Housing Options | $ 10,000 | |
| NP:Housing Access and Affordability | $ 15,000 | |
| HO:First Nations | $ 19,500 | |
| SSI:OCP and LUB Review | $ 96,000 | |
| SSI: Ganges (Shiya'hwt/SYOW̲ T) Village Area Plan | $ 86,500 | **$ 267,000** |
| **Minor Projects:** | | |
| Pool for Allocation to LTCs in Year | | **36,500** |
| **Total LTC Projects in General budget** | | **303,500** |

**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**

**Requested by** *(Committee or Operational Unit):*

DELTC

**Department:**

Denman Island Local Trust Committee – LTC projects

**Name of Request:**

**DE LTC – Denman OCP and LUB Housing Review (Stage 2- Phase 2)**

**$ Value of Request** *(indicate by fiscal year and total if project is multi-year):*

**$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:** _____
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 of Submission to Finance:**
**DE LTC resolution endorsing business case July 25th, 2023**

**Funding Required for (date range):**
April, 2024 -March 31, 2025

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS**

Islands Trust Council *Strategic Plan 2018-2022*. Objective: Strengthen Housing Affordability Throughout the Islands Trust Area. In June 2023, Islands Trust Council amended the Strategic Plan to:

- "Prioritize elements of the strategic plan that support land use decision making", and
- "Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment."

**ISSUE/OPPORTUNITY:**

The purpose of this business case is to support of the second phase of what was defined in the 2023/24 business case as Stage 2 of the Denman OCP and LUB Housing Policy Review. The report resulting from the Denman Housing Review Project Stage 1 and staff review of related reports and projects over the past 20 years indicated that there is much to be done to address housing need on Denman Island. The Denman Housing Review Project Stage 1, Phase 1 (Fiscal 2023/24) is contributing to prioritizing specific options for OCP and LUB Review. Phase 2 will focus on public review of options, legal review and bylaw amendment writing and review.

**The Denman Housing Review Project Stage 2, Phase 2 (Fiscal 2024/25)** bylaw amendments will provide the opportunity to advance Islands Trust Strategic Interests related to:

- First Nations Reconciliation - The project focusses on continuing the engagement process with First Nations that was initiated in Phase 1.
- Contributing to the development of model bylaws for housing – This project is intended to produce bylaws that may be replicable in other Local Trust Areas.
- Preservation of ecosystems – A key focus of the project is supporting housing while considering the Islands Trust preserve and protect mandate.
- Demonstrating the use of suitable land analysis – Suitable land analysis will be used to inform LTC decision making.
- Demonstrating the use of the Islands Trust's Housing Toolkit – A number of tools in the toolkit are being used by staff and being shared with the Housing Advisory Planning Commission and the LTC to inform amendments to the OCP and LUB.
- Development of a public engagement process that could help to inform other public engagement processes related to housing projects throughout the Trust Area

**PROJECTED RESULTS/DELIVERABLES:**

1. OCP Updates – OCP updates are needed to facilitate more flexibility in supporting a variety of housing options. 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.

2. LUB Updates – LUB updates will reflect the options supported by the community to increase the variety of housing options while preserving and protecting the environment.

3. Continuation of active and meaningful engagement with First Nations and the Community – Stage 2 Part 1 endeavoured to inform First Nations and the Community of the goals and objectives of the project and involve First Nations, the Community, the Housing Advisory Planning Commission and Stakeholders in the identification of bylaw amendment options. Stage 2 Part 2 will look to effectively consult all relevant parties on proposed amendments.

**RISK ASSESSMENT:**

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. Furthermore, the community will feel like all the time they took to contribute to the process was wasted.

**ALTERNATIVES CONSIDERED:**

**Option 1: Keep the same project charter but reduce public engagement and communications activities.** This may result in extension of the project if the public do not feel like they had a chance to contribute to the outcome. Inadequacies with the consultant's process for Stage 1 of the process has led to a need for further consultation in Stage 2 of the project.

**Option 2: Extend the proposed project duration.** In this case engagement and communications could be spread over two fiscal years. This approach is likely to be very concerning to community members.

**Option 3: Keep the same project charter and budget but fund the project via a Special Tax Requisition.** 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:**

- Allocation of staff time
- Effective public engagement process

**RECOMMENDED OPTION:**

Provide $15,000 to support the second phase of Stage 2 of the Denman OCP and LUB Housing Policy Review which focusses on OCP updates, LUB updates and continuation of active and meaningful engagement with First Nations and the Community.

**COST/BENEFIT ANALYSIS:**

Quantitative:

$15,000 will be needed to support this project. If this is not supported now while there is momentum from the work done over the past two years reaching the goals of having the OCP and LUB updates made to address housing issues may be lost. Reinvigorating the project may require additional public consultation which will result in additional costs.

Qualitative:

Without OCP and LUB revisions there will be no increase in housing options for Denman residents. Housing challenges will increase impacting the community and the environment.

**PURCHASING PROCEDURE:**

The appropriate Islands Trust procurement processes will be followed as needed.

**PROPOSED IMPLEMENTATION STRATEGY:**

| | |
|---|---|
| Housing Action Plan/ Bylaw Drafting | Jan. – June 2024 |
| Public Engagement/ First Nations Consultation | Jan.- June 2024 |
| Legal Review/ CIM | June – Sept. 2024 |
| First Reading/referrals | Oct. 2024 |
| Second Reading/Third Reading/EC review | Oct. – Dec. 2024 |
| Ministry Approval of bylaws | TBD |
| Bylaw approval | TBD |

**STAFF RESOURCING:**

**Estimation:** 0.25 FTE Regional Planning Team Project Manager
0.10 FTE Planning Team Support
0.10 Mapping

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

There are no major concerns to be addressed at this time. Changes to the project will be communicated to the community as needed.

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**Requested by** (Committee or Business unit): Denman Island Local Trust Committee

**Prepared by** (name, title)/date: Narissa Chadwick July 14th , 2023

**Reviewed by** (name, title)/date: Robert Kojima July 17th, 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**

**Requested by** *(Committee or Operational Unit):*

**GBLTC**

**Department:**
Gabriola Island Local Trust Committee – LTC projects

**Name of Request:**
GB LTC – Gabriola OCP and LUB Review Project (Phase 2)

**$ Value of Request** *(indicate by fiscal year and total if project is multi-year):*

2024-2025 - $27,000 (without water assessment)
2024-2025 - $77,000 (with water assessment)

**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 Submission to Finance:**
GBILTC resolution endorsing Business Case July 20th 2023

**Funding Required for (date range):**
April 2024 – March 31, 2025

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** In June 2023, Islands Trust Council amended the Strategic Plan to:

- "Prioritize elements of the strategic plan that support land use decision making", and
- "Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment."
- Updating OCPs is a key priority

**ISSUE/OPPORTUNITY:**

The Gabriola Island OCP and LUB has not been substantially updated since 1997 and 1999 respectively. The review will substantially update the bylaws addressing a number of Islands Trust Strategic objectives and emerging issues. As the first substantial OCP/LUB review undertaken by the regional planning team the project and resulting bylaw amendments will serve as a model for other LTC OCP/LUB reviews.

The OCP and LUB review (Phase 2) will provide the opportunity to advance Islands Trust Strategic Interests related to:

- First Nations Reconciliation - the project will involve developing a process to engage First Nations at the front end of the project to identify how they would like to be involved and then integrating FN perspective as appropriate. This will involve hiring a First Nations engagement specialist.
- Addressing affordable and attainable housing- the project prioritizes housing.
- Preservation of ecosystems both terrestrial and marine – the project will involve reviewing DPAs. The work will begin with reviewing the suitable land analysis that is currently being developed. It will required. updated mapping and geospatial data.
- Advancing objectives of the Freshwater Sustainability Strategy related to freshwater sustainability and the health of the watershed- the project will consider work that has been done for Galiano and North Pender to create an aquifer protection DPA and update proof of water regulations
- Development of a process (including public engagement) and bylaws that could serve as a model for other LTC OCP/LUB reviews.

The OCP and LUB review process will be informed by the OCP and LUB Review (Phase 1). The first phase of the project involved:

- Early First Nations Engagement
- A community engagement process contributing development of draft Gabriola Vision 2050
- The allocation of $18,000

The LTC is seeking the funds to support the second phase with this business case.

**PROJECTED RESULTS/DELIVERABLES:**

| | | |
|---|---|---|
| **Vision and Values Document Completion** | | |
| Graphic Design for Gabriola Vision 2050 document | Spring 2024 | $4,000 |
| **Public Consultation/Legal Review** | | |
| Series of CIMs on specific priorities | Spring/Fall/Winter 2024 | $3000 |
| Legal Review | Summer 2024 | $4000 |
| **First Nations Engagement** | | |
| Indigenous consultant to assist with engagement process | | $6000 |
| **Mapping/Data** | | |
| Data and mapping updates for updating DPAs | | $10,000 |
| Water Availability Assessment *<br>*likely to be added to RPC budget request | | $50,000 |
| Project Total | | |
| Without Water Availability Assessment | | $27,000 |
| With Water Availability Assessment | | $77,0000 |

**RISK ASSESSMENT:**

Factors potentially affecting the timing of project deliverables:

- Regional Planning Team capacity to manage the project in 2024/2025 ;
- Capacity and available expertise to support mapping and data needs within the budget;
- Other staffs' capacity to provide support to the project 2024/2025;
- First Nation capacity and interest to engage may not align with project timelines;
- Ability to retain an Indigenous consultant to assist with FN engagement.

**ALTERNATIVES CONSIDERED:**

**Alternative 1: No Visions Document**

Benefit – reduced budget by $4000, some staff time reduced
Challenge-community will not have work celebrated, no model for future LTCs

**Alternative 2: No hiring of Indigenous Consultant**

Benefit – reduced budget by $3000
Challenge – engagement will not be as in depth, may not end up with effective engagement, will still need budget to support alternatives, alternatives unknown.

- Will require more staff time

**Alternative 3: No Additional Data/ Mapping**

Benefit – reduced budget by $10,000, reduced time for SFWS and Mapping
Challenge – will not be able to update DPAs in some cases

**Alternative 4: Limited OCP/LUB review**

Benefit – reduced budget by up to $10,000 (depending on focus, data and mapping needs would be reduced)
Challenge – a number of DPAs not updated, reduced time for SFWS and Mapping

- OCP/LUB timeline extended

**Alternative 5: No Water Availability Assessment**

Benefit – reduced budget by $50,000, reduced time for SFWS and Mapping
Challenge – incomplete suitable land analysis

- LTC will not be able to identify areas most vulnerable to increases in density and intensity of land use with respect to supporting housing options.

**CRITICAL SUCCESS FACTORS:**

- Allocation of staff time
- Effective First Nations Engagement
- Effective mapping and data collection

**RECOMMENDED OPTION:**

The present funding request is for $27,000 for fiscal 2024/25 (plus $50,000 for water availability mapping*) to allow the Gabriola Island OCP-LUB project to progress through Phase 2.

*may be added to business case developed by the regional planning committee to support the advancement of the Freshwater Sustainability Strategy (FWSS)

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative:
$77,000 will support the needs of Phase 2 including a water availability assessment. If the water availability assessment prioritizing Gabriola is supported as a Trust Wide project only $27,000 will be required for this LTC project.

Qualitative:
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:**

- Appropriate procurement procedures will be followed.

**PROPOSED IMPLEMENTATION STRATEGY:**

See Project Results and Deliverables.

**STAFF RESOURCING:**

**Estimation:** 0.25 FTE Regional Planning Team Project Manager
0.10 FTE Regional Planning Team Support
0.20 Senior Freshwater Specialist (SFWS)
0.10 Mapping

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** N/A

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**Requested by** (Committee or Business unit): GBILTC

**Prepared by** (name, title)/date: Narissa Chadwick, July 10th, 2023

**Reviewed by** (name, title)/date: Robert Kojima, July 12th, 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**

**Requested by** *(Committee or Operational Unit)*:

**Mayne Island Local Trust Committee**

**Department:**

**Planning Services**

**Name of Request:**

**Mayne Island Housing Options Project (Phase 2)**

**$ Value of Request**:

**$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:** _legal review, community engagement, First Nations engagement, contingency_____

**Date of Submission to Finance:**

**MILTC resolution to endorse business case July 31, 2023**

**Funding Required for (date range):**

**April 1, 2024 – March 31, 2025**

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:**

Islands Trust Council *Strategic Plan 2018-2022*. Objective: Strengthen Housing Affordability Throughout the Islands Trust Area. In June 2023, Islands Trust Council amended the Strategic Plan to:

- "Prioritize elements of the strategic plan that support land use decision making", and
- "Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment."

**ISSUE/OPPORTUNITY:** To address the need for an increase in variety in housing options the Mayne Island LTC has been engaged in a housing review project for the past four years. This request is to support the continuation of the Mayne Island housing project. The next phase will include First Nations and community consultation, and OCP and LUB updates to increase housing options.

The first phase of this project has supported the Islands Trust's Strategic Plan Goal to "Strengthen housing affordability throughout the Trust Area" by:

- Contributing to the creation of a Trust Wide Housing Toolkit
- Creating a model bylaw for flexible housing
- Demonstrating the value of suitable land analysis contributing to suitable land analysis being done for all Trust Area to contribute to their housing project

Phase 2 will support the Islands Trust's Strategic Plan Goal to "Strengthen housing affordability throughout the Trust Area" by:

- Utilizing the Islands Trust Housing Toolkit
- Contributing to the design of more model bylaws for housing
- Supporting the CRD's Gulf Islands Housing Strategy actions related to increasing housing options
- Demonstrating the value of partnership building with non profits and the Capital Regional District in the development of housing

**PROJECTED RESULTS/DELIVERABLES:** The project will include exploring and implementing LUB and OCP amendments to support actions identified in the Draft Housing Action Plan for the following:

- Expanded opportunities to build Secondary Suites and Accessory Dwelling Units
- Increased Opportunities for Non Profit Housing Development
- Permitting Alternative Housing Approaches
- Reducing Ecological Footprint of New Builds

**RISK ASSESSMENT:** There are several contingencies that could negatively affect the project outcome or deliverables:

1. Lack of staff resources: the regional planning team may not be able to support the project due to other on-going projects or staff shortages
2. First Nations' capacity and timing may not align with project timelines
3. The LTC may choose to not proceed with amendments
4. Costs may exceed the budget due to consultation or other factors

**ALTERNATIVES CONSIDERED:** (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.*)

**Option 1:** Status quo. Staff time and funding are not be allocated to the project and the work does not proceed this fiscal year.

**Option 2:** Reduced funding: This may limit First Nations consultation and legal review in this fiscal.

**CRITICAL SUCCESS FACTORS:** Near term success if relevant amendments to the OCP and LUB are adopted. Longer term success would be measured through improvements to housing options, accessibility and affordability.

**RECOMMENDED OPTION:** The recommended option is to fund the initiative as a Major LTC Project at the requested amount of $10,000 for the coming fiscal year. This provides sufficient funding for consultation and for project management by a Regional Planning Team planner.

**COST/BENEFIT ANALYSIS:**

Quantitative Analysis: $10,000 for fiscal 2024-25

- Consultation (APC, First Nations, partners, community, communications) - $8,000
- Contingency - $2,000

Qualitative Analysis: project would contribute to and benefit from efficiencies associated with similar projects in other LTAs. The existing momentum in the community would continue contributing to further efficiencies

**PURCHASING PROCEDURE:** *N/A*

**PROPOSED IMPLEMENTATION STRATEGY:**

| | |
|---|---|
| LTC Option Review / Action Plan Finalization | April – July 2024 |
| Bylaw Drafting | July – Oct. 2024 |
| Public Engagement/ First Nations Consultation/Referrals/Legal Review | Oct 2024 – Jan 2025 |
| Referrals, Community Information Meeting(s), revisions and first reading | March- May 2025 |
| Second Reading/Third Reading/EC review | July – Sept. 2025 |
| Ministry Approval of bylaws | TBD |
| Bylaw approval | TBD |

**STAFF RESOURCING:**

**Estimation:**
0.25 FTE Regional Planning Team Project Manager
0.10 FTE Planning Team Support (RPM)
0.10 Admin support

Support from Senior Indigenous Relations Advisor, the Senior Freshwater Specialist, mapping and communications staff as needed.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *N/A*

**Requested by** (Committee or Business unit): Mayne Island Local Trust Committee

**Prepared by** (name, title)/date: Narissa Chadwick, July 13, 2023

**Reviewed by** (name, title)/date: Robert Kojima, August 31, 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**

**Requested by** *(Committee or Operational Unit)*:
**North Pender Island Local Trust Committee**

**Department:**
**Planning Services**

**Name of Request:**
North Pender LTC Housing Access and Affordability Project

**$ Value of Request**

*$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:** _____
For fiscal year 2024-25:
- Community consultation, First Nations consultation, support for advisory bodies, legal and contingency

**Date of Submission to Finance:**

**NPILTC resolution endorsing Business Case July 29, 2023**

**Funding Required for (date range):**
**April 1, 2024 – March 31, 2025**

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:**
Islands Trust Council *Strategic Plan 2018-2022*. Objective: Strengthen Housing Affordability Throughout the Islands Trust Area. In June 2023, Islands Trust Council amended the Strategic Plan to:

- "Prioritize elements of the strategic plan that support land use decision making", and
- "Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment."

**ISSUE/OPPORTUNITY:** The North Pender Island Local Trust Committee has identified access to affordable housing as a priority issue. The request is to fund a Major Project to engage in community consultation, to consult with First Nations, to engage with stakeholder groups, to review housing options and to undertake amendments to the OCP and LUB and development of a housing action plan to improve access to affordable housing in the community. This project would be consistent with Islands Trust Council Strategic Plan Goal to "Strengthen housing affordability throughout the Trust Area". It would also utilize the recent completed housing toolkit prepared on behalf of the Regional Planning Committee. A Housing Strategy for the Southern Gulf Islands was recently adopted by the CRD Board. Housing related initiatives are currently underway in several other local trust areas and this project would apply and build on options, experiences and lessons from those initiatives. As a Major Project, the initiative would be managed by a planner from the Regional Planning Team, bringing experience with similar projects in other local trust areas.

**PROJECTED RESULTS/DELIVERABLES:** the project would result in amendments to the OCP and LUB that would provide opportunities and options to create more housing diversity and affordability. A Housing Action Plan that includes non-bylaw actions could also be developed.

**RISK ASSESSMENT:** There are several contingencies that could negatively affect the project outcome or deliverables:

1. Lack of staff resources: the regional planning team may not be able to support the project due to other on-going projects or staff shortages
2. First Nations' capacity and timing may not align with project timelines
3. The LTC may choose to not proceed with amendments
4. Costs may exceed the budget due to consultation or other factors

**ALTERNATIVES CONSIDERED:** (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.*)

Option 1: Status quo: housing affordability will continue to be eroded in the community

Option 2: Proceed with the initiative as a Minor LTC Project – this would limit the project budget to a maximum of $5,000 per fiscal year. However, with the availability of the housing toolkit and experience from other local trust areas, staff consider this a viable alternative. If timing is a consideration, the LTC could proceed with the initiative as a Minor Project in the current fiscal year.

Option 3: Defer: the project could be deferred to a future fiscal year, potentially including in the initiative in a more comprehensive OCP/LUB review.

**CRITICAL SUCCESS FACTORS:** The project would be considered successfully completed if relevant amendments to the OCP and LUB are adopted. Ultimate success would be measured over the longer term through improvements to housing options, accessibility and affordability.

**RECOMMENDED OPTION:** The recommended option is to fund the initiative as a Major LTC Project at the requested amount of $15,000 for the coming fiscal year. This provides sufficient funding for consultation and for project management by a Regional Planning Team planner. The alternative is for the LTC to proceed as a Minor Project.

**COST/BENEFIT ANALYSIS:**

Quantitative Analysis: $15,000 for fiscal 2024-25 for phase 1

- Consultation (APC, First Nations, stakeholders, community, communications) - $10,000
- Legal - $3,000

- Contingency - $2,000

Qualitative Analysis: project would benefit from efficiencies associated with similar projects in other LTA and build on those experiences.

**PURCHASING PROCEDURE:** *N/A*

**PROPOSED IMPLEMENTATION STRATEGY:** The project is proposed to be completed over two fiscal years, with phase 1 primarily consisting of consultation and review of options and phase 2 consisting of drafting and review of bylaws, legislative process, and implementation.

**STAFF RESOURCING:** The project would be managed by a planner assigned from the Regional Planning Team, estimated at 0.25 FTE, with support from the RPM (up to 0.10 FTE), admin support (0.10 FTE) and support from the Senior Indigenous Relations Advisor, the Senior Freshwater Specialist, mapping and communications staff as needed.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** N/A

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**Requested by** (Committee or Business unit): North Pender Island Local Trust Committee

**Prepared by** (name, title)/date: Robert Kojima, July 13, 2023

**Reviewed by** (name, 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**

**Requested by** *(Committee or Operational Unit):*

Regional Planning Committee

**Department:**
Planning Services

**Name of Request:**
Hornby Island LTC – Relationship Building Actions with K'ómoks First Nation

**$ Value of Request** *(indicate by fiscal year and total if project is multi-year):*

**2024/25: $31,5000**

**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:** existing First Nation Capacity Funding Program

**Date of Submission to Finance:** October 6, 2023

**Funding Required for (date range):**
April 1, 2024 – March 31, 2025

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (*Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

Islands Trust has adopted policies regarding reconciliation, respect, communication and actions that build relations with Indigenous Communities on whose traditional and unceded lands the Islands Trust operates.

1) Islands Trust Reconciliation Declaration, adopted by Islands Trust Council on March 14, 2019.

"*The Islands Trust Council acknowledges that the lands and waters that encompass the Islands Trust Area have been home to Indigenous peoples since time immemorial and honours the rich history, stewardship, and cultural heritage that embody this place we all call home. The Islands Trust Council is committed to establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous Peoples. Islands Trust states a commitment to Reconciliation with the understanding that this commitment is a long-term relationship-building and healing process.*
*The Islands Trust Council will strive to create opportunities for knowledge-sharing and understanding as people come together to preserve and protect the special nature of the islands within the Salish Sea."*

2) The Hornby Island LTC's standing resolution regarding First Nations in the Local Trust Area, adopted May 24, 2019.

"*Whereas the Local Trust Committee seeks to engage in Reconciliation with local First Nations, governments and the island community by honouring the Truth and Reconciliation Commission Calls to Action, United Nations Declaration on the Rights of Indigenous Peoples, Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples, and Islands Trust First Nations Engagement Principles, the Local Trust Committee endeavours to:*
*a) Annually, write a letter to First Nations, (re)introducing Trustees and staff and provide a schedule of known Local Trust Committee meetings for the upcoming year, as well as, provide an update of current projects and advocacy activities;*
*b) For various Local Trust Committee meetings, invite elders from local First Nations to attend and provide a traditional welcome to the territory;*
*c) Work with First Nation governments on cooperative initiatives, including and not limited to, language, place names, territorial acknowledgements, and community education on Coast Salish and local First Nations' cultural heritage and history;*
*d) Work with First Nation governments on engagement principles for inclusive land use, marine use, and climate change planning; advocacy, protection and stewardship; and knowledge and information sharing protocols;*
*e) Establish and maintain government-to-government dialogue with First Nations, now and into the future, based on respect and recognition of Aboriginal rights and title, treaty rights, and First Nations' traditional territories within the Islands Trust Area."*

3) Islands Trust Conservancy Reconciliation Declaration, ratified by the Islands Trust Conservancy Board on June 16, 2019, in the territories of the Lək̓ʷəŋən Peoples, METULIYE/Victoria, B.C.
4) Reconciliation Action Plan 2019-2022, passed by the Islands Trust on June 19, 2019, in the Coast Salish/Penelakut Territory, Galiano Island.
5) Islands Trust Council *Strategic Plan 2018-2022*. Addresses Objective to Strengthen Relations with First Nations

**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 are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

Hornby Island LTC trustees have requested this initiative because of their desire to grow and foster a better relationship with K'ómoks First Nation, and to understand what they would like to see for reconciliation actions by the LTC, and perhaps even the larger organization (Islands Trust).

The LTC has also discussed as part of the LTC's current fiscal (2023/2024) Major Project, considering more robust acknowledgement of First Nations within the OCP, and comprehensive engagement with the K'ómoks First Nation has been a cornerstone to the development of draft bylaws for the current project. The LTC considers engagement with K'ómoks First Nation to be a top priority for the following fiscal year, as well.

**PROJECTED RESULTS/DELIVERABLES:** (*How does this address the issue/opportunity described above*? *Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

The scope for this project is to support and carry out activities identified by the LTC to promote and build positive political/governance relationships with K'ómoks First Nation, and which would be led by the Hornby Island LTC and K'ómoks First Nation, with support from staff.

- Relational aspects only; led by LTC with support from staff.
- Subject to interest by K'ómoks First Nation, the LTC wants the project to accommodate time and budget to include discussions on setting up scheduled meetings and 'ways of working together' which could include an agreement, MOU, or Friendship Accord, for example.

The work is expected to be ongoing and based on specific actions may require multiple years of LTC priority and staff resources and budget. Anticipated actions could focus on relational aspects such as calls, meetings, activities between LTC Chair & Trustees, and K'ómoks First Nation Chief & Council. In addition, this scope of work could accommodate the opportunity, with interest from K'ómoks First Nation, to initiate any agreements such as Memorandum of Understanding (MOU), Friendship Accord, or protocol agreement.

The proposed Major Project would address issues and provide opportunities as follows:

- Work with K'ómoks First Nation to determine how they wish to be engaged.

- Strengthen and improve the LTCs relations with K'ómoks First Nation, while taking actions that align with the Trust Council Declaration on Reconciliation and the Standing Resolution regarding First Nations in the Hornby LTA.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

BENEFITS:

- This proposed fiscal project seeks to 'address the missing pieces' of this relational and governance aspect, to establish and continue a positive relationship between K'ómoks First Nation and Hornby Island LTC.
- The relationships fostered can support future discussions of mutual interest regarding key strategic and planning policies, Islands Trust and planning processes, bylaws, and tools (both for new and revising existing ones).
- Confirmed as available funding source through Trust Area Services (TAS): Provincial grant funds to support relationship building is available (total of $150,000 over 5 years) and is the suggested source of funding for this project through TAS. An implication to accessing this funding may be that TAS does not yet have an approach to request funding (i.e. capacity, honoraria, activities, events, meetings, etc.). However a list of all related projects by TAS is underway.
- For 'Step 2', the cost estimate and feasibility is based on assumption that staff expertise and capacity to draft a protocol MOU agreement is available in-house, rather than engaging with a consultant service to support this work.
    - To be confirmed if there is in-house expertise from PS and TAS.
    - Consultant service benefits include expertise regarding nature of the work and process, capacity, connected to outside agencies and resources.
    - Staff benefits include potential cost savings to complete work in-house, intimate knowledge of Islands Trust process.

RISKS:

- Approach: There's no approach in-place yet for the organization so the LTC will need to support the evolution of an approach as it's being created and tried. The nature of the work does not clearly fall under the LPS planning or TAS role and function for the organization so this is also in a state of evolution. Also since this project is new for the Islands Trust, a strategic and coordinated approach is needed at the senior governance and management level to inform and support the approach and identify the staff to support it.
- Capacity/Resources: IT Staff capacity and K'ómoks First Nation capacity to support the work. First Nation capacity and interest to engage may not align with desired project timelines.
- Cost: Cost of First Nation capacity support funding/honoraria, compensation for participation may be beyond estimated budget.
- Time/Resources: The project may take longer to complete, running into multiple fiscal years. Once started, the commitment to complete a protocol MOU agreement with K'ómoks First Nation must remain a priority both financially (budget) and as a strategic priority (politically, staff time).
    - Hornby LTC supports the priority of this as a major project should it run into multiple years.
    - This may mean other projects would not be initiated by TAS and/or LPS for Hornby Island and other LTC areas.
- Resources: Uncertainty of staff allocation for time and limited hours of staff time available to any large level of activities. Staff will recommend to keep the scope small and simple to focus on building strong positive relationships consistently/over time and to achieve results incrementally.

**ALTERNATIVES CONSIDERED:** (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.*)

**Option 1: Do Nothing**

Benefits –

- no cost or resources applied.

Risks –

- minimal resources applied to supporting Islands Trust trustees efforts on reconciliation does not support any of the IT guiding documents on reconciliation as referenced on page 1 of this business case.

Financial implications –

- none.

Resource requirements –

- none.

Other implications-

- lack of resources would cause staff to focus on other resourced projects/activities

**Option 2: Limit Scope to 'Step 1' Relationship Building Actions: meetings, activities, joint events organized and/or supported by Hornby Island LTC with K'ómoks First Nation.**

Benefits –

- Having a smaller scope means better chance of accomplishing actions within the fiscal year, less staff resources applied, and capacity to focus on building relationships and supporting Islands Trust trustees efforts on reconciliation.
- Leaves more funds available for other LTCs to access for this fiscal year.

Risks –

- May need multiple years with continued financial and staff resources to support.
- No clear Island Trust wide approach. Requires clarity from Islands Trust leadership
- Estimate staff resources may not be adequate and are unknown at this time since it hasn't been done before.

Financial implications –

- $14,000 estimate.
- Confirmed as available funding source through Trust Area Services (TAS): Provincial grant funds to support relationship building is available (total of $150,000 over 5 years) and is the suggested source of funding for this project through TAS.
- Estimated budget may not be adequate and are unknown at this time since we don't know what actions are appropriate, how many.
- Scale and scope should be kept to activities and actions between the Hornby LTC and KFN Chief/Council in order to estimate budget but that has not been discussed with KFN to understand their interest.
- May be challenging to accomplish work within a specific budget versus a budget range.
- TAS reconciliation budget: Not available, not applicable.
- An implication to accessing the suggested funding source may be that TAS does not yet have an approach to request funding (i.e. capacity, honoraria, activities, events, meetings, etc.). However a list of all related projects by TAS is underway.
- Will need input from Trust Area Services. The proposal could be funded from the existing first nation capacity funding program, a combination of the fund and a project budget, or just a separate project budget. It is anticipated that deliberations through the Regional Planning Committee and Financial Planning Committee will clarify the best approach.

| Funding Request (FY24/25) | Est. Target Duration | Est. Cost |
|---|---|---|
| **Budget Approval** | 2024 Q1 | |
| **On-going meetings between elected officials 'Council & LTC', i.e. once per quarter** | **Start in 2024 Q2** | $2,000 |
| **Honoraria for First Nation participation (~80hrs)** | | $12,000** |
| **Related activities and events (i.e. facility rentals, communications, community events, food, educational, learning activities)** | **Start in 2024 Q3** | $8,000 |
| **Travel costs** | | TBD |
| | Total Hours ~TBD⁺ | **Total $14,000 max.** |

**When providing capacity support funding to First Nations, IT has been allotting $150 per hour to the Nation.

⁺ Estimated hours of 1 full-time staff time.

Resource requirements –

- Planning staff time (Island Planner or Planner 2), re: staff liaison to support LTC & KFN desired actions and discussions.

- Administration time to coordinate meetings, events, activities, take minutes, etc.
- Finance re: honorariums
- Communication staff time for preparing any external public communication materials, postings.
- Will ideally include briefing updates by LTC trustees, to share with TC and community.

Other implications-

- Discussions and direction for appropriate actions, activities will be led by LTC, supported by staff.
- Need to consider if K'ómoks First Nation is interested to participate, how much.
- Subject to interest by K'ómoks First Nation.
- No formal or established IT approach means 'learning by doing' approach. Thus the support is needed for IT to be solutions-oriented in this work.

**Option 3: 'Step 1' from Option 2 & 'Step 2' to Establish an Agreement (i.e. MOU, Protocol Agreement, Friendship Accord)**

Benefits –

- Improve communications with K'ómoks First Nation and Hornby Island LTC (Islands Trust).
- Improve communications with K'ómoks First Nation by setting up regular LTC/Chief and Council meetings to discuss a wide range of issues of mutual concern.
- Allows the greatest opportunity through resources and budget to support meaningful actions to building relationships with KFN and further supports Islands Trust trustees efforts on reconciliation.

Risks –

- May need multiple years with continued financial and staff resources to support.
- No clear Island Trust wide approach. Requires clarity from Islands Trust leadership
- Estimate staff resources may not be adequate and are unknown at this time since it hasn't been done before.

Financial implications –

- Estimated $31,500 budget
- May not be adequate and are unknown at this time since we don't know what actions are appropriate, how many.
- Scale and scope should be kept to activities and actions between the Hornby LTC and KFN Chief/Council in order to estimate budget but that has not been discussed with KFN to understand their interest.
- May be challenging to accomplish work within a specific budget versus a budget range.
- TAS reconciliation budget: Not available, not applicable.
- Confirmed as available funding source through Trust Area Services (TAS): Provincial grant funds to support relationship building is available (total of $150,000 over 5 years) and is the suggested source of funding for this project through TAS. An implication to accessing this funding may be that TAS does not yet have an approach to request funding (i.e. capacity, honoraria, activities, events, meetings, etc.). However a list of all related projects by TAS is underway.
    - Will need input from Trust Area Services. The proposal could be funded from the existing first nation capacity funding program, a combination of the fund and a project budget, or just a separate project budget. It is anticipated that deliberations through the Regional Planning Committee and Financial Planning Committee will clarify the best approach.

| Funding Request (FY24/25) | Target Duration | Estimated Cost |
|---|---|---|
| **Budget Approval** | 2024 Q1 | |
| **Step 1: On-going meetings between elected officials 'Council & LTC', i.e. once per quarter** | **Start in 2024 Q2** | $2,000 |
| **Honoraria for First Nation participation in Step 1(~80hrs)** | | $12,000** |
| **Step 1: Related activities and events (i.e. facility rentals, communications, community events, food, educational, learning activities)** | **Start in 2024 Q3** | $8,000 |
| **Travel costs** | | TBD |
| **Step 2: *Develop of an Agreement (i.e. protocol, MOU, Friendship Accord) – includes capacity funding to support KFN participation in this work, plus related costs for meetings** | Start in 2024 Q3. Likely 6 months, possibly longer.* | ~$7,500** + $2,000 |
| **Step 2: Legal Review** | ~3 months | ~$2,000 |
| **Step 2: Finalize Agreement & Celebration** | ~1 month | ~2,000 |

| | | |
|---|---|---|
| *May need multiple fiscal years' budget & priority to support a protocol/MOU agreement.* | ~13 months (Q2 2024 – Q2 2025) | |
| | Total Hours ~600+ | **Total ~$31,500** |

*A Protocol/MOU Agreement may take more than one fiscal year, subject to interest and availability by K'ómoks First Nation.
**When providing capacity support funding to First Nations, IT has been allotting $150 per hour to the Nation.
+ Estimated hours of 1 full-time staff (i.e. Island Planner, Planner 2, and Manager) time.

Resource requirements –

- Planning staff time re: staff liaison to support LTC & KFN desired actions and discussions.
- Administration time to coordinate meetings, events, activities, take minutes, etc.
- Finance re: honorariums
- Communication staff time for preparing any external public communication materials, postings.
- Will ideally include briefing updates by LTC trustees, to share with TC and community.

Other implications-

- Discussions and direction for appropriate actions, activities will be led by LTC, supported by staff.
- Need to consider if K'ómoks First Nation is interested to participate, how much.
- Subject to interest by K'ómoks First Nation.
- LTC supports that the project accommodate time and budget to include discussions on setting up scheduled meetings and 'ways of working together' which could include an agreement, MOU, or Friendship Accord, for example.
- No formal or established IT approach means 'learning by doing' approach. Thus the support is needed for IT to be solutions-oriented in this work.

**Option 4: Request LTC Project Funding for Steps 1 & 2**

- 'Business as Usual' approach in regards to funding
- This would be a new discrete line item in the budget to fund this project.
- Avoids requesting accessing $150,000 grant until terms are established
- $31,500 estimate as per option 3

**CRITICAL SUCCESS FACTORS:** (*What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

First Nation reconciliation efforts are advanced.
Dedicated resources and an agreed-upon approach will greatly contribute to the success of the project.
Ongoing, consistent, and positive efforts by LTC, supported by staff.
Interest from K'ómoks First Nation to initiate and engage in discussion with the LTC.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

- Option 3.
- Accesses existing grant fund while progressively addressing First Nations reconciliation.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative:
$31,500

| Funding Request (FY24/25) | Target Duration | Estimated Cost |
|---|---|---|
| **Budget Approval** | 2024 Q1 | |
| **Step 1: On-going meetings between elected officials 'Council & LTC', i.e. once per quarter** | **Start in 2024 Q2** | $2,000 |
| **Honoraria for First Nation participation in Step 1(~80hrs)** | | $12,000** |
| **Step 1: Related activities and events (i.e. facility rentals, communications, community events, food, educational, learning activities)** | **Start in 2024 Q3** | $8,000 |

| | | |
|---|---|---|
| **Travel costs** | | TBD |
| **Step 2: *Develop of an Agreement (i.e. protocol, MOU, Friendship Accord) – includes capacity funding to support KFN participation in this work, plus related costs for meetings** | Start in 2024 Q3. Likely 6 months, possibly longer.* | ~$7,500** + $2,000 |
| **Step 2: Legal Review** | ~3 months | ~$2,000 |
| **Step 2: Finalize Agreement & Celebration** | ~1 month | ~2,000 |
| *May need multiple fiscal years' budget & priority to support a protocol/MOU agreement.* | ~13 months (Q2 2024 – Q2 2025) | |
| | Total Hours ~600⁺ | **Total ~$31,500** |

*A Protocol/MOU Agreement may take more than one fiscal year, subject to interest and availability by K'ómoks First Nation.
**When providing capacity support funding to First Nations, IT has been allotting $150 per hour to the Nation.
⁺ Estimated hours of 1 full-time staff (i.e. Island Planner, Planner 2, and Manager) time.

Qualitative:

- Relationship building and forming connections between K'ómoks First Nation and the LTC, and respective staff.
- As an LPS – planning major project (and not under the purview of another department), then it would be classified as 'major' because of following criteria: (Policy 5.9.1)
    - Will likely exceed 12 to 18 months to complete;
    - The budget is expected to exceed $5,000; and
    - The approach is newer to the IT and not formally established. Therefore the project requires discretionary and additional activities that exceed planning processes.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (i.e.: external competition, government-restricted internal competition, etc.)*

As per Procurement policies.

Will require additional new process for establishing any agreements, such as capacity work agreements, Friendship Accords, etc.

Potential funding sources include:

- Islands Trust First Nation Reconciliation/Capacity funding program, $150,000 over 5 years, existing from 2023-2028, managed by Trust Area Services.*
- TAS reconciliation budget – not applicable.
- LTC Project Funding request as a new discrete line item, endorsed by LTC, to be approved by Trust Council.
- Honorarium budget, managed by Administrative Services (Finance).
- Future funding opportunities that align and meet the results of this request, none identified.

*Subject to input from Trust Area Services, the proposal could be funded from the existing first nation capacity funding program, a combination of the fund and a project budget, or just a separate project budget. It is anticipated that deliberations through the Regional Planning Committee and Financial Planning Committee will clarify the best approach.

**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?)*

April 1, 2024 – March 31, 2025 or over 2 years (April 1, 2024 – March 31, 2026)

- LTC Trustees to reach out to K'ómoks First Nation elected members.
- Actions that focus on relational aspects such as calls, meetings, activities between LTC Chair & Trustees, and K'ómoks First Nation Chief & Council. In addition, this scope of work could accommodate the opportunity, with interest from K'ómoks First Nation, to initiate any agreements such as Memorandum of Understanding (MOU), Friendship Accord, or protocol agreement.
- LTC workshops for example can be ways to approach this, or Friendship talks, other topics may be captured.
- An Agreement (i.e. Protocol, MOU, Friendship Accord) may take more than 1 year, subject to interest and availability by K'ómoks First Nation.
- When providing capacity support funding to First Nations, IT administration has been allotting $150 per hour to the Nation.
- Updates to Regional Planning Committee

- Updates to Legislative/Governance Committee

**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/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Staff involvement to support the LTC's work, will need to be identified and confirmed. Staff may include:

- LPS – Depending on which steps are initiated. Lead at different times may be: Island Planner (RPT), Planner 2, and RPM.
- Senior Management (support)
- Senior Indigenous Relations Advisor, Trust Area Services (team)
- Communications Specialist, Trust Area Services (support)
- Legislative Services (support)
- Regional Planning Team capacity to manage the project in 2024/2025 along with other LTC projects that are yet to be approved for that time frame.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

The key objectives, activities and timing, will be led and championed by the HO LTC.

This is governance and advocacy work for the Islands Trust & LTC, and does not soley fall under the planning function in the organization. Also since this is newer for the Islands Trust, a strategic and coordinated approach is needed at the senior governance and management level to inform how this request will be approached and identify the staff to support it.

Should a formal MOU or agreement be established, then administrative meetings (staff to staff) could identify actions as identified by the HO LTC as appropriate to discuss with K'ómoks First Nation in addition to others topics that K'ómoks First Nation may identify.

Communications will be an important aspect accounting for what gets communicated, how, and when. This could include material, updates shared out to communities.

Collaboration on actions may need to be a joint supportive effort with Islands Trust staff (various departments) and K'ómoks First Nation staff. For example, coordinating meetings, events, and joint communications as needed.

This proposed fiscal project seeks to 'address the missing pieces' of this relational and governance aspect, to establish/continue a positive relationship between K'ómoks First Nation and Hornby Island LTC, before staff begin exploring the analysis of larger policy processes and tools (both new and revising existing ones).

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**Requested by** (Committee or Business unit): Hornby Island Local Trust Committee

**Prepared by** (name, title)/date: Renee Jamurat, Regional Planning Manager, Planning Services / September 29, 2023

**Reviewed by** (name, title)/date: Stefan Cermak, Director, Planning Services / October 6, 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**

**Requested by** *(Committee or Operational Unit):*

Salt Spring Local Trust Committee (SS LTC)

**Department:**
Local Planning Services

**Name of Request:**

Major amendment to SS OCP and SS LUB

**$ Value of Request** *(indicate by fiscal year and total if project is multi-year):*

$96,000

**Budget Source** (select all that apply):

☐ **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:** _____

**Date of Submission to Finance:**
SSLTC endorsed: September 13, 2024

**Funding Required for (date range):**
April 1 2024-March 31, 2025, $96,000
April 1 2025-March 31, 2026, $20,000

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (*Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

Addresses numerous Strategic Plan Goals and Objectives including: fostering preservation and protection of the Trust Area's ecosystems, sustaining island character and healthy communities, and effective, efficient and collaborative governance.

Implement project under the SS LTC work program per SS LTC's request. The Business case for the SS OCP/SS LUB project was approved for the FY2024/25 per the SS LTC resolution below:
**SS-2022-119**
**It was MOVED and SECONDED,**
That the Salt Spring Island Local Trust Committee amend the Business Case for the major amendment to the Salt Spring Island Local Trust Committee Official Community Plan shown in Appendix 1 of the staff report dated August 9, 2022 by

increasing the projected budget by $100,000 to include technical analysis and collaboration, and include the review of the Salt Spring Island Local Trust Committee Land Use Bylaw in the title of the project.
**CARRIED**

**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 are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

This business case involves the underspent project budgets for the 2023/2024 fiscal year (FY2023/24) that was approved by the Islands Trust Finance Committee to be carried over to the 2024/2025 budget cycle. Since the budget policy does not allow any unspent funds to be automatically "carried over" to the next fiscal cycle, a new request, in the same amount that was approved minus the amount projected to be expended by the end of FY2023/24, to the Islands Trust Finance Committee for the 2024-2025 (FY2024/5) budget consideration is required. The staff report requesting the SS LTC to endorse the request to submit the business case can be found here.

This business case involves funding support for a major amendment to the (SS OCP) and the (SS LUB), and the associated actions to inform policy development, such as early and ongoing consultation with 13 First Nations that have territorial interests in SSI, conduct of a robust public engagement process, and preparation of a comprehensive draft of the SS OCP amendment. The major amendment to SS OCP continues to advance the the Housing Action Program (HAP) and the Salt Spring Island Community Wildfire Resiliency Plan (which evolved out of, and now replaces, the Protection of Coastal Douglas-fir Zones and Associated Ecosystems (CDF) project).

Salt Spring Island Community Wildfire Resiliency Plan:
Salt Spring Island lies within a forested ecosystem and residents live near and amid these forests. The Capital Regional District has created Community Wildfire Resiliency Plan that examined wildfire risk in the area and provides expert opinions to help build a FireSmart community. The findings of this plan support the incorporation of wildfire protection policies and measures that can be achieved through and OCP.

Housing Action Program:
In late 2022, the Housing Action Program Task Force provided SS LTC with a summary of recommendations to the SS LTC, which included **i**ncrease interagency collaboration and advocacy for affordable housing, support gentle and moderate density in appropriate areas, enable alternative housing types, reduce environmental impact through home plate, ecovillage, and flexible zoning, consider ecological building credits and transferring density closer to village centres, and decrease current and future housing supply loss due to short-term vacation rental activity. Some policies and bylaw updates have been implemented or are being considered to allow alternative housing types in rural and low-density areas of the island.

In order to advance Housing Action Plan initiatives that were recently adopted by the SS LTC, a major amendment to the Official Community Plan is necessary. This significant review and revision to the OCP will tackle a range of issues that impact the housing affordability, 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 Waterworks District service area, storm-water and sewer systems, active transportation infrastructure, innovative site and building design, arts and culture, and archaeological significance will all be examined. Active and meaningful engagement with First Nations based on the Islands Trust First Nations Engagement Policy and ongoing collaboration with external agencies and local organizations as well as the public at large will also be part of this planning process.

The major amendment to SS OCP for the Community Wildfire Resiliency Plan is to develop policy and consider creation of a new development permit area through an amendment to the SS OCP to mitigate and reduce risks from interface wildfires. The major amendment to SS OCP for the Housing Action Program is to the OCP's content and its various elements and how these can be improved to ensure performance on OCP goals while mitigating the ongoing housing affordability and availability crisis.

The need to amend the OCP was identified in the Project Charters of both the HAP and Wildfire projects; 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 develop and facilitate a robust public engagement process and provide professional input to the draft OCP.

**PROJECTED RESULTS/DELIVERABLES:** (*How does this address the issue/opportunity described above*? *Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

An updated SS OCP with modernized policies to address current issues on the island and the associated SS LUB to implement the policies changes are critical to the decision-making process for SS LTC.

The funding request for FY24/25 is to cover costs associated with:

| **Description of Activities** | **Timelines** | **Budget** | **Projected expenditure by the end of 2024/25 FY** |
|---|---|---|---|
| Early and ongoing consultation with 13 First Nations with territorial interests on SSI | Approximately 8 months and beyond | $26,000 (engagement funding) | $26,000 |
| Consultant contract for public engagement program | Spring 2024 for six months | $59,000 | |
| Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications, facilities rental. Multiple virtual and/or in-person open houses and community engagement meetings | Over the remainder of 2024 | $11,000 | |
| | **Total FY2024/25 Request** | **$96,000** | ($70k if the $26k consultation can be arranged before end of 2024/25FY) |

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

Timelines – a major amendment to the SS OCP is unlikely to conclude in one year. The previous request stated that if funding was 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. This risk is mitigated by the concurrent OCP-LUB Review. Conducting these projects enables Islands Trust to merge engagement activities, technical review, and other project tasks to achieve efficiencies in the project work and consistency across both documents.

**ALTERNATIVES CONSIDERED:** (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.*)

**Option 1:** Undertake the work in-house, with a less robust public engagement process and significantly more additional in-house resources.

The benefit would be some saving in the Islands Trust budget, but it will, continue to impact existing staff resources and impact service levels, slow down the policy development and the associated SS LUB amendment process which impact adversely on the decision-making process. The financial implications may be saving some money in the budget but at the cost of not having an update SS OCP is significant. The resource requirement in this option will be a substantial amount of time and staff resources. Other implication include not able to bring the current SS OCP up to date to address issues related to housing crises, climate change, infrastructure servicing and First Nations Reconciliation which is missing in this 2008 version.

**Option 2:** Not pursue this amendment or take on smaller, ad hoc amendments over time, but this option would still require substantial elevation and analysis to prioritize amendments to ensure highest impact. This alternative would reduce annual expenditure in the short term while making small progress but the risks is making small and likely in effective progress, and continued non-compliance with the Trust Council's commitment to climate change declaration and First Nations Reconciliation. The financial implication is to save money in the budget but at the cost of having an increasingly outdated SS OCP. The resource requirement under this option is the staff time and resource not being utilized effectively. This would

limit our ability to bring the current SS OCP up to date effectively to address issues related to housing crises, climate change, infrastructure servicing and First Nations Reconciliation which is missing in this 2008 version.

**CRITICAL SUCCESS FACTORS:** (*What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

The support of skilled facilitation and innovative approaches and an unbiased, neutral third-party professional to assist in the process are critical. Best practice in OCP development and engagement fields are constantly evolving fields and specialists can offer considerable value to these process elements. While staff in the Salt Spring office and the Regional Planning Team can provide valuable input and support, relying solely on in-house staff resources would burden staff and take away from sustaining the ongoing administration of planning services (i.e. development inquiries, applications, and minor projects). The financial implications of contracting the service is outweighed by the advantages of specialist expertise and specific scopes of work.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Approve the request to secure the approved $96,000 to conduct a major amendment to the SS OCP to and SS LUB to advance the final stage of the work on the CDF and HAP LTC projects.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative:

- $59,000 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.
- $26,000 for early and ongoing consultation with First Nations will result in $2,000 per nation (it is anticipated that this amount will be spent if the coordination with First Nations is successful before the end of 2023).
  *This budget was cut to half and merged with the Ganges Village Area Plan project, but the total amount of $26,000 is critical as this is by far the most important part of the project in strengthening the relationship with the 13 First Nations with territorial interests on the island.
- The cost of $11,000 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:

Per the Islands Trust "Best Management Practices For Delivery Of Local Planning Services," the Community Wildfire Resiliency Plan 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 and the accompanied SS LUB 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. If the SS OCP is not updated to reflect the findings and recommendations, this work will not be put to productive use.

The project 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 the SS LTC, and other activities as appropriate.

Public engagement must be done planned strategically to facilitate an open dialogue and to inspire collaborative development of a long-term vision and goals. Through use of skilled consultant to support engagement planning and execution, the achievement of sound, valid engagement outcomes can lead to successful outcomes. With local knowledge input from the SS LTC and community partners 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:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Per Islands Trust and BC procurement process for hiring consultants.

**PROPOSED IMPLEMENTATION STRATEGY:** *(What are the specific features of the "roll-out" of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

RFP in early 2024, consulting services in late spring, completion of public engagement by late summer, draft OCP by late full for first reading on draft SS OCP.

**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/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

As proposed, this is an Extraordinary Project under Trust Council Policy 6.2.1 due to its budget and anticipated staff resourcing needs.

- RPM: 0.15 FTE
- Island Planner: 0.75 FTE
- Planner 2: 0.3 FTE
- Admin: 0.1 FTE
- Information Services (Mapping): 0.1 FTE

Standard service support will be needed from Administrative Services for Information Services, Finance Support. Trust Area Services will also contribute non-extraordinary advisory and role in supporting public engage. First Nations engagement will be critical to the success of this project and an outsized role is anticipated in staff resources from this departmental function.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

Staff will develop a detailed and phased work plan for LTC consideration that includes but is not limited to: external professional expertise required; project timeline; estimated cost; activities; interagency cooperation; key milestones and decision points; and deliverables.

To ensure the need for professional services is minimized and use of staff is optimized, a scope of work will be prepared by staff through the remainder of this Fiscal Year, and this will be reviewed with SS LTC prior to issuance of an RFP. The scope of work will be supported by sources that have informed policy since the last SS OCP was prepared, which include:

- A backgrounder of:
    - recent studies
    - landmark developments
    - major policy changes
    - identified needs
- A communications and engagement strategy to:
    - clarify the purpose and scope of public engagement in this project
    - establish high-level public engagement goals
    - identify available communications and engagement resources and limitations (software, human resources, travel)
    - Establish polices of engagement for the project through various forms of media

- List and analyse risk and management needs of interest holders.

The scope of work will serve to provide local context and ensure that submissions compete on matters that are relevant to developing suitable project proposals, deliverables, and milestones to be included in the eventual contract. Throughout the project's execution, the project manager will be responsible for identifying risk and potential consideration for substantial change from the contract, and put forward recommendations to SS LTC for possible actions to address this. Changes that exceed phase budgets or timing will be brought to SS LTC as early as possible with options for budget shifts, schedule changes, or other alternatives.

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**Requested by**: the SS LTC

**Prepared by** Chris Hutton, RPM, September 7, 2023

**Reviewed by** (name, title)/date: Stefan Cermak, Director, Planning Services, [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**

**Requested by** *(Committee or Operational Unit):*
Chris Hutton on behalf of
Salt Spring Local Trust Committee (LTC)

**Department:**
Local Planning Services

**Name of Request:**

Ganges (Shiya'hwt/SYOWT) Village Area Plan

**$ Value of Request** *(indicate by fiscal year and total if project is multi-year):*

$86,500

**Budget Source** (select all that apply):

☐ **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:** _____

**Date of Submission to Finance:** September 28, 2023

**Funding Required for (date range):**
April 1 2024-March 31, 2025

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (*Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

Addresses numerous Strategic Plan Goals and Objectives including: ensuring that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems, 'sustaining island character and healthy communities, and effective, efficient and collaborative governance.

Implement project under the LTC work program per LTC's request. The Business case for the Ganges Village Area Plan project was approved for the FY24 per the LTC resolution below:
**SS-2022-121**
**It was MOVED and SECONDED,**
That the Salt Spring Island Local Trust Committee endorse the Business Case for the Ganges (Shiya'hwt/SYOW̲ T) Village Area Plan shown in Appendix 2 of the staff report dated August 9, 2022 and forward it to the Islands Trust Financial Planning Committee for consideration of inclusion in the 2023-2024 Islands Trust budget.
**CARRIED**

**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 are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

**Background**

This business case involves the underspent project budgets for the 2023/2024 fiscal year (FY24) that was approved by the Islands Trust Finance Committee to be carried over to the 2024/2025 budget cycle. Since the budget policy does not allow any unspent funds to be automatically "carried over" to the next fiscal cycle, a new request, in the same amount that was approved minus the amount projected to be expended by the end of FY24, to the Islands Trust Finance Committee for the 2024-2025 (FY25) budget consideration is required. The staff report requesting the LTC to endorse the request to submit the business case can be found here.

Ganges Village Planning:

On November 10, 2020, the 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 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 project webpage. 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 (Note that the title of the area plan was suggested by Lyackson First Nations).

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 Islands 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:

- Ganges is acknowledged as a First Nations village site,
- Parts of Ganges are subject to sea level rise and could face the most costly levels of social and economic impact from climate change in the Islands Trust Area,
- Ganges is the focal point of homelessness on Salt Spring Island, which 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 falls within the service are of the North Salt Spring Waterworks District, (NSSWD), which has a moratorium restricting new connections to the community water system.
- Ganges is the service centre and economic driver for Salt Spring Island, and to large extent, the Islands Trust Area. There is development potential to revitalize properties, hotels, harbours, and institutional supports.

Policies to address these issues and opportunities 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 requested 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:** (*How does this address the issue/opportunity described above*? *Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

A standalone Area Plan for the Ganges Village to guide future development growth and to build a sustainable village.

The funding request for FY2024/25 is to cover costs associated with:

| Description of Activities | Timelines | Budget | Projected expenditure by the end of 2024/25 FY |
|---|---|---|---|
| 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 2024 for six months | $53,000 – consulting contract | |
| Technology (mapping, data analysis, etc.) and administrative support for public consultation process | Over the course of 2024 | $2,500 | |
| Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications | Over the course of 2024 | $5,000 | |
| | **Total Request** | **$86,500** | |
| | | | |
| Dovetail work with concurrent OCP-LUB Project to facilitate policy and regulatory consistency with key development documents. | | $25,000 | |

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

Ganges Village is the Islands Trust's core economic and service centre, it is facing an immense demand for development. If suitable planning policies are not in place, the area 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:** (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.*)

**Option 1:** Undertake the 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 and co-development of policies with the 13 First Nations, 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 the Trust Council Strategic Plan. Salt Spring Island contributes the greatest portion of tax revenue funding to the Islands Trust. 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. This option would further delay the project as there is a substantial process to implementing a special tax requisition.

**CRITICAL SUCCESS FACTORS:** (*What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

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:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Approve the request for $86,500 as requested.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative Analysis:

- $53,000 for a contract for combined graphic design and policy writing. Professional consulting to write area plan usually cost over $100,000, but this usually includes public engagement. Since the engagement process has been completed, the cost should be substantially lower.
- $7,500 for technical support and educational material are estimates based on prior processes.
- $26,000 as capacity funding for First Nations is a low estimate. The LTC did not finalize a project charter for this project to pursue grant funding to inform this and other policy initiatives, and to focus on collaboration with First Nations. This commitment requires funding support; it is the same amount as in the SS OCP/SS LUB business case but this budget was cut to half and merged with the SS OCP/SS LUB project.
  *The total amount of $26,000 is required as this is by far the most critical part of the project in strengthening the relationship with the 13 First Nations with territorial interests on the island.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

As per Islands Trust Council Policy 6.5.3 (Procurement). If the budget is approved, staff will prepare a more detailed scope of work within the budgeted amount for the LTC's consideration and proceed with procurement.

**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?)*

An approved Ganges Village Area Plan is expected to include an Implementation Plan with short, medium, and long-term policies and actions to achieve its vision and goals. Execution of these implementation items will be subject to Islands Trust Council Policy 6.2.1 (Priority Setting and Review Guidelines), including LTC projects. Additionally, as policy the plan's policy will form part of any review of issues, applications, or referrals that affect the Plan Area.

**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/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

As proposed, this is an Extraordinary Project under Trust Council Policy 6.2.1 due to its budget and anticipated staff resourcing needs.

- RPM: 0.1 FTE
- Island Planner: 0.5 FTE
- Planners: 0.2 FTE
- Admin: 0.1 FTE
- Information Services (Mapping): 0.1 FTE

Standard service support will be needed from Administrative Services for Information Services, Finance Support. Trust Area Services will also contribute non-extraordinary advisory and role in supporting public engage. First Nations engagement will be critical to the success of this project and an outsized role is anticipated in staff resources from this departmental function.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

Staff will develop a detailed and phased work plan for LTC consideration that includes but is not limited to: external professional expertise required; project timeline; estimated cost; activities; interagency cooperation; key milestones and decision points; and deliverables.

Prior to procuring professional services, staff will prepare a scope of work that reflects input received to ensure that proposals compete on matters that are relevant to developing suitable project proposals, deliverables, and milestones to be included in the eventual contract. Throughout the project's execution, the project manager will be responsible for identifying risk and potential consideration for substantial change from the contract, and put forward recommendations to SS LTC for possible actions to address this. Changes that exceed phase budgets or timing will be brought to SS LTC as early as possible with options for budget shifts, schedule changes, or other alternatives.
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.

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**Requested by**: the Salt Spring LTC

**Prepared by**: Chris Hutton, Regional Planning Manager, September 7, 2023

**Reviewed by** : Stefan Cermak, Director, Planning Services, September 7, 2023

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | Financial Planning Committee | **For the Meeting of:** | November 8, 2023 |
| **From:** | **Stefan Cermak, Director, Planning Services** | **Date Prepared:** | October 24, 2023 |
| **SUBJECT:** | **Planning Services – Projects Feasibility Assessment** | | |

**PURPOSE**

To provide the Financial Planning Committee with a feasibility assessment comparing Planning Services related budget case submissions for the next fiscal year (FY2024/25) to projected available staff resources.

**SUMMARY**

The Regional Planning Committee has submitted two business cases and six Local Trust Committees have submitted seven additional operations business cases requesting a total $471,000 for the 2024/25 fiscal year. The focus of most projects is addressing the housing crisis with an increased emphasis on First Nations engagement and capacity funding. Capacity funding for First Nations engagement and public engagement account for two-thirds of the funds requested by Local Trust Committees.

Local Trust Committees (LTC) may seek Trust Council approval to fund additional operations via a special tax requisition, only applicable to the specific Local Trust Area, if Trust Council does not approve the additional operations funding in the general budget.

Efficiencies or cost savings might be found by Salt Spring Island Local Trust Committee consolidating their projects to reflect their receipt of a Complete Communities grant. Similarly, cost savings may be found by applying the First Nations Engagement grant received from the Ministry of Municipal Affairs to various LTC projects. Further assessment on the application of both grants would be required.

Staff estimate a total 4,750 hours of requested staff time based on business case submissions. The estimated annual availability of planning staff time on the Regional Planning Team time is 4,600 hours (this does not factor time for leave, administrative tasks, required training and staff events, etc). The difference of 150 hours is negligible. Staff's assessment is that there are sufficient staff resources to implement and manage the proposed projects.

**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**

Regional Planning Committee (RPC) undertakes projects to achieve actions in the Trust Council Strategic Plan and responsibilities as outlined in their terms of reference (Policy 2.3.1). RPC has submitted two business cases requesting a total $140,000 for the 2024/25 fiscal year (Table 1). Both business cases address housing. The Housing Needs Reports are legislatively required to be updated for all Local Trust Committees in the northern and southern regions. The general placeholder would aid in the advancement of the Housing Strategy and part 2 of the Housing Options Toolkit – both are designed to assist non-profit groups navigate Islands Trust regulatory requirements when developing affordable housing (see April 27, 2023 and September 6, 2023 RPC agendas for more detail).

**Local Trust Committees**

**Major and Extraordinary Projects**

Six Local Trust Committees have submitted seven additional operations business cases requesting a total $331,000 for the 2024/25 fiscal year (Table 1). The focus of most projects is addressing the housing crisis. Funding for public engagement and First Nations engagement account for two-thirds of the funds requested by Local Trust Committees. Five of the LTC business cases are for ongoing projects and two projects are new although build on previous work.

*Table 1 RPC and LTC Committee 2024/25 Business Case Resources Summary*

| Committee | Item | Amount | Staff Time (hours) | Fiscal Years |
|---|---|---|---|---|
| DE | Housing Review | $15,000 | 450 | Year 2 |
| GB | OCP and LUB Review | $77,000 | 450 | Year 2 |
| HO | First Nations Relationship Building | $31,500 | 300* | New |
| MA | Housing Options | $10,000 | 450 | Year 2 |
| NP | Housing Access and Affordability | $15,000 | 450 | New |
| SS | OCP & LUB Review | $96,000 | 1200 | Year 3 |
| SS | Ganges (Shiya'hwt / SYOW̲ T) Village Area Plan | $86,500 | 900 | Year 3 |
| RPC | Housing Needs Reports | $110,000 | 100 | New |
| RPC | General: Housing Strategy | $30,000 | 450 | New |
| | **Sub-Total** | **$471,000** | **4750** | |

*300 hour of Planning Services staff time only

Not shown in Table 1 is the Salt Spring Island Local Trust Committee's successful receipt of a $150,000 Complete Communities Grant in September 2023. The grant is currently being considered for assessing infrastructure capacity and to hire an Indigenous consultant to advise and/or lead indigenous consultation. Grant-funded deliverables must be received by August 2024. These deliverables will positively influence and advance the two Salt Spring LTC projects. The business cases note that receiving the grant may alter timelines and deliverables although no further assessment has been completed.

**Minor Projects**

Each LTC is permitted one minor active project (under $5,000). The Salt Spring Island Local Trust Committee may have up to three projects (combined major and minor - pending available resources).

Each LTC now has one minor project with the exception of Ballenas-Winchelsea LTC. A total budget of $36,000 for these projects is captured in a separate line item in the proposed 2024/25 budget.

Minor projects are managed by the "Local Planning Team" which is a planning team consisting of senior planners assigned to undertake day-to-day planning functions of assigned local trust committees, including managing minor bylaw amendments, processing of major applications and referrals, responding to enquiries, and administering local trust committee meetings.

**Funding Options**

Trust Council may support all or some of the business cases as submitted. If Trust Council does not support the additional operations of LTCs as listed in Table 1, 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 Trust Council but only funded by the specific Local Trust Area requesting the funding and are not included in the general operations budget. This includes all associated islands within a Local Trust Area (e.g.: Piers Island and Prevost Island within the Salt Spring Island Local Trust Area).

**Efficiencies**

Trust Council policies were amended in 2022 to enhance the efficient and effective delivery of planning services. These policies include:

- Best Management Practices For Delivery of Local 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 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).

Staff has reviewed projects for consolidation where feasible as per Financial Planning Committee request made in August 2023:

- Salt Spring Island LTC projects could be consolidated for efficiencies including consideration of the Complete Communities grant project work.
- Funding First Nations engagement might be feasible using the $150,000 First Nations Engagement Grant received from the Ministry of Municipal Affairs. However, at time of drafting this report, there are no clear policies or procedures for applying the grant funding.
- The Housing Options toolkit created by the Regional Planning Team has been developed in tandem with, and applied to, various LTC projects.
- The proposed mapping of water availability on Gabriola Island advances the Freshwater Sustainability Strategy approved by Trust Council and will provide key evidence for decision making as per various tools in the Housing Options toolkit.

**Available Staffing Resources**

Long range planning projects requested by the RPC and LTCs with budgets over $5,000 will be undertaken by the Regional Planning Team. The Regional Planning Team consists of three Island Planners (senior planners), some support from the Senior Freshwater Specialist, support of a Regional Planning Manager and occasional support from other planners and administrative staff when feasible.

The Regional Planning Team yields an approximate total of 4,600 hours during the fiscal year (this does not factor time for leave, administrative tasks, required training and staff events, etc).

Staff estimate a total 4,750 hours of requested staff time based on business case submissions and using the same staff hour assumptions.

As the difference between 4,600 and 4,750 hours is negligible, staff conclude that there are sufficient staff resources to implement the business cases as proposed.

**ATTACHMENT(S):**

1. **None**

**FOLLOW-UP:**

Regional Planning Committee will be reviewing LTC and RPC projects for screening against a draft priority matrix at their November 15, 2023 regular business meeting.

Financial Planning Committee may seek feedback from the Salt Spring Island Local Trust Committee to consider consolidating projects or to adjust project timelines and deliverables to reflect the immediate focus on Complete Communities Grant deliverables.

Financial Planning Committee may also seek staff feedback on the feasible application of the $150,000 First Nations Engagement Grant received from the Ministry of Municipal Affairs.

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**Prepared By:** Stefan Cermak, Director, Planning Services
**Concurred By:** Russ Hotsenpiller, CAO

# BRIEFING

**To:** Financial Planning Committee **For the Meeting of:** October 18, 2023

**From:** Islands Trust Conservancy Board **Date Prepared:** October 10, 2023

**SUBJECT:** **Draft Budget 2024/25, Review of Islands Trust Conservancy Funding Requests**

**PURPOSE:** To provide background to Financial Planning Committee (FPC) for the Islands Trust Conservancy (ITC) budget request.

**BACKGROUND:** Trust Council's Budget Process Policy 6.3.1 sets out that the Islands Trust Conservancy (ITC) Board is to be consulted directly, at the beginning of, and throughout, the budget process with respect to Board requirements, programs and administrative services, and that appointed trustees of the ITC Board shall be given the opportunity to attend Financial Planning Committee and Trust Council meetings with observer status. The policy also sets out that the ITC Board is responsible for endorsing all budget requests for the Islands Trust Conservancy Board and its program operations.

At its October 3, 2023 meeting, the ITC Board passed the following resolutions:

> **ITC-2023-028**
> **It was MOVED and SECONDED,**
> that the Islands Trust Conservancy Board approve the draft 2024/25 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 2024/25 budget.
>
> **ITC-2023-029**
> **It was MOVED and SECONDED,**
> that the Islands Trust Conservancy Board submit the business case for First Nations engagement associated with development of the 2026-2030 ITC Five-Year Plan to FPC and the TC as amended.
>
> **ITC-2023-030**
> **It was MOVED and SECONDED,**
> that the Islands Trust Conservancy Board indicate to Financial Planning Committee and the Islands Trust Council that it is supportive of increased staff capacity for Geographical Information Systems (GIS) in the Trust Council budget as low GIS capacity is impacting the work of the Islands Trust Conservancy.
>
> **ITC-2023-031**
> **It was MOVED and SECONDED,**
> that the Islands Trust Conservancy (ITC) Board indicate to Financial Planning Committee that it is preparing a business case for increased ITC capacity due to growth of ITC managed conservation areas.

**Property Management Capacity**

At its May 2023 meeting, the ITC Board also passed the following resolution:

***ITC-2023-019***
***It was MOVED and SECONDED,***
that the Islands Trust Conservancy Board direct staff to conduct an analysis of property management needs relative to available staff hours and return to the Board with a summary of the analysis and available options.

ITC continues to grow its network of protected areas and is at the limit of property management staff capacity. Staff will conduct further analysis of property management needs and will return to the Board with options to address growing staff capacity limits. Staff have included ~ $105,000 in the draft budget as a placeholder amount which will be revised once the Board has reviewed options and made a made a financial request by resolution.

**Table 1. Proposed Islands Trust Conservancy 2024/25 budget request (excludes salary, benefits and administrative costs). Does not include budget amount for additional property management staff capacity which will be provided following further ITC Board review.**

| | 2023/24 | 2024/25 | | | Increase/Decrease from 2023/24 | |
|---|---|---|---|---|---|---|
| **Description** | **TOTAL BUDGET (Approved)** | **Islands Trust contribution (tax requisition)** | **SAR grant contribution** | **TOTAL BUDGET** | **$ Change** | **% Change** |
| Communications | 18,000 | 12,500 | 5,500 | **18,000** | 0 | 0.0% |
| FOI & Records Management | 2,500 | 5,000 | 0 | **5,000** | 2,500 | 100.0% |
| Subscriptions | 400 | 400 | 0 | **400** | 0 | 0.0% |
| Memberships | 1800 | 1,800 | 0 | **1,800** | 0 | 0.0% |
| Board Honoraria | 7,000 | 7,000 | 0 | **7,000** | 0 | 0.0% |
| Board Meeting Expense | 1,425 | 2,850 | 0 | **2,850** | 1,425 | 100.0% |
| Board Training and Conferences | 1,600 | 1,600 | 0 | **1,600** | 0 | 0.0% |
| Property Management | 159,930 | 111,140 | 55,000 | **166,140** | 6,210 | 6.1% |
| Safety | | 1,200 | 0 | **1,200** | 1,200 | 100.0% |
| Conservation Planning and Land Securement | 26,550 | 11,550 | 15,000 | **26,550** | 0 | 0.0% |
| Ecosystem Mapping | 18,000 | 13,800 | 4,200 | **18,000** | 0 | 0.0% |
| Legal | 20,000 | 22,000 | 0 | **22,000** | 2,000 | 10.0% |
| Mobile Devices | 3,290 | 3,290 | 0 | **3,290** | 0 | 0.0% |
| Training and Conferences | 4,200 | 4,200 | 0 | **4,200** | 0 | 0.0% |
| Travel for Training | 2,500 | 2,500 | 300 | **2,800** | 300 | 12.0% |
| Travel | 20,000 | 15,000 | 6,500 | **21,500** | 1,500 | 10.0% |
| Project: ITC Plan First Nations Engagement | 1,0000 | 10,000 | 8,000 | **18,000** | 8,000 | 80.0% |
| **TOTAL Direct ITC Costs** | **297,195** | **225,830** | **94,500** | **320,330** | **23,135** | **7.8%** |

**ATTACHMENT:** Business case for Islands Trust Conservancy (ITC) Plan: First Nations Engagement Project

**FOLLOW-UP:** Staff will follow-up as directed. Staff and the ITC representative to the Financial Planning Committee will convey the results of FPC deliberations to the ITC Board at its November 21, 2023 meeting.

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**Prepared By:** Clare Frater, Director, Trust Area Services / October 13, 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 (name, title):**

**Islands Trust Conservancy Board**

**Business Area:**

**Islands Trust Conservancy**

**Name of Request:**

**Islands Trust Conservancy (ITC) Plan:**
**First Nations Engagement Project - $18,000**
**($10,000 from Trust Council, $8,000 allocated from ITC Conservation Planning Budget)**

**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 3, 2023**

**Funding Required for (date range):**

**April 1, 2024 – March 31, 2025**

**ISSUE/OPPORTUNITY:**

Islands Trust Conservancy (ITC) will begin development of the 2026-2030 ITC Plan in 2024 and the ITC Board is seeking continued 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.

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 Lək̓ʷəŋən, 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 begin the engagement in the 2023/24 fiscal year and additional funding will extend the engagement period into 2024/25. ITC also intends to request that any unspent funds from 2023/24 ($10,000 budgeted) carry forward into the next budget year, 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 | Through this funding request, ITC will extend the engagement period into 2024/25, providing a longer engagement timeline. |
| Limited/no support from Provincial ministries (Municipal Affairs and | ITC has not received approval from the Minister of Municipal Affairs (MAH) of its interim ITC Plan (2023-2025) and has delayed First Nations engagement for 2023/24 pending further information. As the Board awaits input from the Province, it may delay initiation of engagement if the relevant Provincial |

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| Indigenous Relations and Reconciliation) | 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 from Trust Council budget)
Option 1 provides the desired funding level and is recommended. This option shows 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: Status Quo
ITC proceeds with development of the 2026-2030 ITC Plan with early engagement of First Nations within the existing budget. This option is not preferred as it is anticipated that this is not sufficient capacity funding to support meaningful First Nations engagement. This may result in a limited ability to participate and this may damage relationships and delay/jeopardize approval of a new Plan. It may also be that the Minister of Municipal Affairs requires some level of First Nations engagement in order to approve the next ITC Plan. ITC staff will share any news from the Minister as soon as it is available.

**CRITICAL SUCCESS FACTORS:**

The following factors are important to success. The most critical of these is factor 4, availability of ITC Manager. The ITC Manager position is already at full capacity, and workload will need to be adjusted to enable this work. In the event that the ITC Manager time is unexpectedly diverted to other needs or if workload cannot be adjusted, 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 Indigenous Relations 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 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 from Trust Council. The ITC Conservation Planning/Land Securement budget will top up the project by up to $8,000, providing a total project budget of $18,000. Should ITC not have enough budget, it will consult with the Executive Committee regarding next steps.

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. 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;
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 2024/25 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 Indigenous Relations Advisor (SIRA). ITC Manager will work with the Directory of TAS to determine appropriate time allocation of the SIRA. 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.

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| Kate Emmings, Manager, Islands Trust Conservancy | September 25, 2023 |
| Initiator Name, Title | Date |
| Clare Frater, Director, Trust Area Services | September 26, 2023 |
| Reviewed by Department Lead: Name, Title | Date |

**REVIEWED BY ISLANDS TRUST CONSERVANCY (ITC) BOARD:**

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| **Date received: October 3, 2023** | **Accepted by ITC Board:** ■ **YES** ☐ **NO** |

**Next steps:**

- The funding for the request will be included in Draft 1, Version 1 of the budget for review by FPC in October.
- The business case will be reviewed by FPC in October.
- The business case forwarded to Trust Council in December.

**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**

**Requested by** *(Committee or Operational Unit):*
Regional Planning Committee

**Department:**
Planning Services

**Name of Request:**
Eelgrass Mapping – Phase 2

**$ Value of Request** *(indicate by fiscal year and total if project is multi-year):*

**2024/25: $100,000**

**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:** Contracts with Qualified Local Stewardship Groups

**Date of Submission to Finance:**
RPC approved Sept. 6, 2023

**Funding Required for (date range):**
April 1, 2024 – March 31, 2025

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (*Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

Islands Trust Council *Strategic Plan 2018-2022*. Strategic Action 2.2: map the extent of the eelgrass and kelp beds throughout the Trust Area.

Regional Planning Committee Work Program: Implement Strategic Action 2.2.

Islands Trust Policy Statement. Section 4.5 Coastal Areas and Marine Shorelands. Commitments of Trust Council: 4.5.5: It is Trust Council's policy that development should be directed to sites away from areas of environmental sensitivity.

**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 are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

In March 2022, the Regional Planning Committee received a summary report of eelgrass mapping (Shorezone Polygon Mapping Summary Report, Eelgrass in the Islands Trust Area, Coast and Ocean Resources, March 2022).
The report stated that: "Over half (59%) of the Eelgrass polygons were of High or Medium Confidence, with 41% having Low Confidence. Those Low Confidence polygons should not be considered accurate in terms of either overall placement or area for management or monitoring purposes and should be surveyed by other means in the future (towed camera, sidescan or dive surveys) to create accurate polygons." There are a reported 652 polygons of low confidence, totalling an area of 682 ha.

The proposal is to complete the mapping using towed camera or drone imagery in partnership with local stewardship groups.

**PROJECTED RESULTS/DELIVERABLES:** (*How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

Survey the 682 ha of low confidence polygons to create eelgrass mapping that can be considered accurate and useful.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

Work is not supported and 41% of current data remains inapplicable.

**ALTERNATIVES CONSIDERED:** (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.*)

**Option 1: Do Nothing**

- Benefits – no cost.
- Risks – low confidence data remains inapplicable (41% of total recent mapping)
- Financial implications – none.
- Resource requirements – none.
- Other implications- data cannot be applied to bylaw amendments to protect eelgrass beds (examples of potential bylaw amendments include requiring setbacks from known eelgrass beds or establishing environmentally sensitive development permit areas); data cannot be cannot be of use to Islands Trust Conservancy or other partners and community groups, including First Nations

**Option 2: Map via side scan sonar or towed camera with a Marine Mapping company**

- Benefits – professional staff and report, meet government standards (data accuracy, professional review, enhanced GIS information, etc); completes strategic action in Strategic Plan and in RPC work plan.
- Risks – restricting mapping to low confidence polygon areas may be challenging to differentiate when out on the marine surface – this likely leads to greater time mapping and a greater volume of data for processing – both raising costs.
- Financial implications – most expensive option. Would require a request for information to get a reasonable cost estimate.
- Resource requirements – Extra staff time to issue a Request for Information if choosing to use drones for maping, evaluate, and follow up with an RFP. Standard staff time for contract management.

- Other implications- side sonar, underwater cameras, or drones may record other marine information such as sunken boats, docks, and kelp. This data may help local steward groups apply for funding for future clean-up or restoration activities.

**Option 3: Map in partnership with local stewardship groups**

- Benefits – Continues and builds on relationship with stewardship groups (the 2012-2014 Nearshore Eelgrass Inventory by SeaChange Society was done this way); Builds on federal momentum to clean marine waterways.
- Risks – Timing may be challenging (note it took 3 years to complete the previous mapping via towing a camera in the water as it takes a long time to boat around each island); Meeting professional requirements may be challenging; availability of local stewardship groups
- Financial implications – high but less than using private companies
- Resource requirements – significantly increased staff time to engage with community groups and to ensure standards are met; Extra staff time to issue a Request for Information if choosing to use drones for mapping, evaluate, and follow up with an RFP. Standard staff time for contract management.
- Other implications- Historically mapping eelgrass has been done as an ecosystem inventory mapping exercise sponsored by the Islands Trust Conservancy; Good opportunity to work together as well as with local marine stewards
- Other implications- side sonar, underwater cameras, or drones may record other marine information such as sunken boats, docks, and kelp. This data may help local steward groups and persons apply for funding for future clean-up or restoration activities. First Nations may be very interested in data and may enhance relationship if data is shared.

**CRITICAL SUCCESS FACTORS:** (*What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

Accurate eelgrass mapping data that can be used to amend bylaws and assist the Islands Trust Conservancy to preserve and protect marine ecosystems.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

**Option 3. Map in partnership with local stewardship groups.**

This method has been successful before and builds on partnerships including the Islands Trust Conservancy. Cost estimate is based on historical contract data + inflation using a towed camera and similar methods. Mapping shorelines / eelgrass polygons using drones would be a new methodology although evidence suggests this method has proven successful in mapping derelict vessels, fishing gear, and monitoring marine activities as well as marine mammal monitoring. This method would require a request for information to get an accurate cost estimate. Private conversations suggests that more mapping can be done in a shorter time thus potentially reducing expensive field time. However, processing and presenting information times is currently unknown.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative:

Cost. $100,000 (based on previous contracts from 2012-2014 + 2% average annual rate of inflation) if using the proven method of towing an underwater camera. This cost would likely be reduced if using drones.
Time. Depends on Society time availability and possible external (federal) funding source.

Qualitative:

Marine stewards are critical partners with the Islands Trust. Providing assistance to local stewardship groups meets the Islands Trust mandate to work in cooperation with (local) persons and organizations.
If choosing to use mapping via drone methodology, the mapping may help to collect other marine related data such as derelict boats, abandoned fishing gear, or possibly presence of bull kelp.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Request for Proposal (for using a towed camera)
Request for Information (for using drones)

**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?)*

- December 2023: issue a Request for Information (RFI) using drones for eelgrass mapping
- February 2023: Review information
- March 2024: Report refined cost estimate if RFI proves more cost effective
- April 2024: Draft RFP terms of reference
- May 2024: Post and award RFP
- March 2025: submit final report to RPC

This assumes the work can be completed in a single fiscal year. It is suggested that drone operators could meet this timeline but not likely underwater camera operators.

**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/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Extra staff time will be required to partner with local stewardship groups, before, during, and after mapping exercise to ensure deliverables and standards are met.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

Communications regarding the purpose of the work and working with stewardship groups may be desirable.

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**Requested by**: Regional Planning Committee

**Prepared by**: Stefan Cermak, Director, Planning Services / August 31, 2023

**General**

Trust Area Services (TAS) staff organized and supported one Trust Programs Committee (TPC) meeting, held in November. During the quarter, the Director of Trust Area Services acted for the Islands Trust Conservancy Manager and Robyn Kefi, Senior Indigenous Relations Specialist, resigned. Trust Area Services is recruiting for the permanent Senior Policy Advisor role and the Senior Indigenous Relations Advisor role, and the Program Coordinator is expected to return from a temporary assignment in January.

**Islands 2050 (Policy Statement Amendment) Project**

In March, Trust Council adopted a project charter, approved project funding and received a communications strategy. Staff work on this project has faced delays due to staff vacancies. Staff have now completed a revised draft Policy Statement and have shared it with the nine First Nations that accepted capacity funding. As applicable, some First Nations also received a custom concordance table explaining how their comments on the last draft were or were not addressed. Staff will be meeting with First Nations through the fall to answer any questions and receive input. Following the process set out in the project charter approved by Trust Council, in early 2024 Trust Programs Committee/Executive Committee will receive the draft revised Policy Statement for review with:

- a Request for Decision recommending additional changes not yet requested by Trust Council,
- a summary of comments provided by First Nations about the draft
- a concordance table showing the changes between the July 2021 draft and the revised draft.

Trust Programs Committee and Executive Committee will then develop recommendations to Trust Council about further changes to the draft document, and for the amendment process, as required. Staff will recommend that Trust Council schedule a special meeting(s) to discuss the draft document, comments from First Nations and committee recommendations for changes.

Through the fall, staff will also be working with a communications contractor on communications products as set out in the communications strategy received by Trust Council in March 2023. Communication materials explaining the amendment process and the revised draft. These materials will make clear that Trust Council may consider the document a number of times and direct changes until Trust Council is comfortable giving approval in principle. In terms of public engagement on the draft document, Islands Trust will be in an inform stage until Trust Council has given approval in principle. The document will then be referred to local trust committees and Bowen Island Municipality for six months of consideration. These bodies may choose to undertake public engagement locally during this time to inform their referral responses.

Staff also prepared a business case for 2024/25 budget for the Policy Statement Amendment Project and updated the project charter to account for delays in the project due to staff vacancies.

Staff continue to monitor the Islands2050@islandstrust.bc.ca inbox and respond to enquiries, and update the Islands 2050 webpage as needed.

**Stewardship Education Program**

By the time this report is presented to Trust Council Staff will have mailed 309 Living in the Trust Area information packages to new residents.

At its November meeting, Trust Programs Committee approved the speaker series sessions on the Freshwater Strategy and groundwater to proceed while requesting more information on the wildfire preparedness session. . Trust Programs Committee also received a list of some wildfire prevention webinar resources applicable to the Islands Trust Area.

In addition Trust Programs Committee received a report on a survey seeking feedback on potential topics for topics from Trust Area residents for further stewardship education webinars.

**Advocacy/Coordination**

No advocacy letters have been sent since the Trust Council meeting in June.

**Delegation Letters**

Four thank you letters were prepared for the Chair and sent to the delegations who made presentations at the September Trust Council Meeting.

**Reconciliation Program**

Trust Area Services staff provided advice and support to staff and trustees who had meetings or correspondence with First Nations. Staff are providing support to regional planners on the First Nations relationship building components of their major and minor projects. Staff provided support to ITC staff on related to specific covenant cases, signage and communications material. Staff are liaising with provincial staff and other local government staff to support the development of the Reconciliation program.

Staff concluded a project with contracted administrative support to organize the electronic records related to First Nations relations.

- Reviewed, sifted and culled 2500+ related documents
- Created user friendly mock-up file structure for First Nations related records
- Organized and filed remaining documents into the mock-up structure and appropriate locations in the electronic directory
- Created an overall explanation of the file folder structure and descriptions of each folder
- Read through past e-mails flagging important information
- Created Communications Logs for each First Nation/Indigenous Alliance in the Islands Trust Area. These will be used both to track communications and to highlight core concerns and interests.
- Complied First Nations contact spreadsheets into one Master Contact Spreadsheet for use by all staff and in preparation for the new NationBuilder Database.
- Drafted an administrative procedure for Staff to follow with regards to using the Communications Logs and FN Master Contact spreadsheet.

This project is the basis for integrating First Nations communications record keeping and First Nations core concerns and interests tracking into the work of planners, Conservancy and Trust Area Services staff. Staff are initiating discussions with planning staff on this integration.

Staff are negotiating a Service Agreement with 'Culturally Committed' to provide a Siyaye/Good Friend learning program, consisting of workshops and direct mentorship grounded in Coast Salish teachings and culture. This program will be provided learning opportunities for the next year for a group of 20 Trustees, Board Members, and Senior Staff (if space available) as part of the Reconciliation Learning Group initiative.

Staff are developing a budget for operational needs for reconciliation-related activities and needs for 2024/25 and considering recommendations for use of the $150,000 grant from the province for engagement and protocol agreement development.

Staff are developing recommendations for next steps for the reconciliation program.

**Legislative Monitoring**

Staff monitored multiple sources for updates and new items since the September 2023 report. Staff provided time-sensitive items to the Executive Committee or senior staff. Staff prepared the legislative monitoring report for Trust Council review in December.

**Secretariat Services**

Staff researched web design and hosting possibilities, including costs, for the Southern Gulf Islands Forum. A final design decision is yet to be made. Staff arranged a contract for administrative services with the Coastal Douglas-fir Conservation Partnership.

**Grants Management**

During this reporting period the Grants Program Manager supported planning staff with an application exploration for the Complete Communities Fund for a second round of funding.

Staff continued to monitor grant funded projects. These 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; 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.: Complete Communities Funding for Salt Spring Island - $150,000. Six meetings were held to facilitate this.

Staff also attended a Transport Canada training session on the new Community Participation Funding Program (CPFP) application process and the Grant and Contribution Management System (GCMS).

**Communications/Engagement**

Staff are developing a budget for operational needs for communication-related activities and needs for 2024/25.

**Communications Strategy**

Staff continue to draft an Islands Trust communications strategy for Executive Committee review.

**Islands Trust 50th anniversary**

Staff drafted an Islands Trust briefing for Executive Committee review. Trust Council made a decision at the September meeting that the celebrations will be limited to an anniversary logo. The logo design time and cost analysis has been complete and work on this should begin soon.

**Annual Report**

The 2022/23 Islands Trust Annual Report is complete, uploaded on the Islands Trust website, it has been distributed to staff and trustees, and it has been provided to the Minister.

**Website**

Staff maintained the website and released improvements to the document library to improve retrieval of documents. Despite pre-testing the 'go-live' of the document library improvements resulted in many broken links on the site and other issues. These took about a week to resolve but the process of resolving revealed problems with the initial source code for the site, which are now fixed.

Webpages continue to be updated on a consistent basis to update data, improve readability and conciseness. Further updates to the local trust area pages are under investigation to improve usability and highlight news and new projects while limiting scrolling.

Staff updated publications and other web content about biology-related language on the website and publications posted to the website.

Staff will continue to add to the Fact Check page, a webpage that addresses inaccuracies and provides clarification to island residents. The feedback form on this page is used by residents frequently and has improved two-way engagement between Islands Trust and the public.

**Media relations**

Staff continued media relations, contact journalists with corrections or clarifications, and continue to build the media contacts list.

**Social media**

Staff have continued posting to social media. A consistent posting schedule has been underway since March 2023, with a planned schedule of two posts per week, or more as necessary. Facebook followers have increased to a total of 842 followers, up from 800, while X (previously known as Twitter) has 1169 followers, down from 1176. X followers continue to decrease as the platform undergoes significant changes.

The effects of Bill C-18 on social media engagement will be monitored and strategies adjusted, if necessary.

As of March 8, Islands Trust is active on LinkedIn and Instagram. While these platforms are still in the early stages with small follower numbers, the growth has been excellent. To date, Instagram has 144 followers, up from 129 followers, and LinkedIn has 150 followers, up from 138. A Linktree account has been created to support linking to the Islands Trust website from Instagram. New content on the data from Stats Canada have been posted since September and are reaching high engagement statistics.

A social media workshop for elected officials is being investigated and a briefing will be presented to Trust Council.

**Identity Guide**

Staff finalized an Islands Trust identity guide for staff to guide the writing and production of publications to ensure a consistent Islands Trust identity within the organization and in public. The guide has been rolled out within the organization. A consultant version of the guide is available and shared with consultants and contractors to ensure content consistency.

**Support for Planning Services**

Staff provided communications assisted with social media for the Salt Spring Island Local Trust Committee, the Gabriola Visioning 2050 OCP project and other support as requested from other LTCs. Staff also provided website presence updates for projects.

**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 two to three 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.

**Census data infographics**

Staff received Census data from Statistics Canada along with associated infographics for each local trust area/Bowen Island Municipality/Islands Trust Area that show trends over time, and distribution to Trust bodies for their information is underway. The data has been posted to the Trends Monitoring page of the website, and will be shared via social media from September to December. If the content proves to be interesting to the public, the series may continue on. Staff also sought an additional metric from Statistics Canada, which will be available November 2023.

**Meetings with Trustees**

Throughout the summer, the Communication Specialist and Program Coordinator engaged in meetings, both virtually and in person, with a total of 23 trustees. These meetings were conducted to foster connections, gain insights into how staff can enhance support for trustees' communication endeavors, and solicit feedback on areas where trustees believe staff can improve Trust Area wide communications. Trustees were also provided with information about existing resources designed to simplify and support communication efforts. A full final report will be provided to all trustees before the end of 2023.

**News Releases**

One Community Information Notice and two news releases were distributed over the past quarter:

- November 2023 – Trust Council December Council Announced

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | **Trust Council** | **For the Meeting of:** | December 5, 2023 |
| **From:** | **Executive Committee** | **Date Prepared:** | November 22, 2023 |
| **SUBJECT:** | **Policy Statement Amendment Project Update** | | |

**PURPOSE:** To provide an update on the Policy Statement Amendment Project and advise that in the short term timelines are being adjusted so input from First Nations can be addressed.

**BACKGROUND:** Since the last update provided to Trust Council in September, staff have been working with other agencies and First Nations to receive input on the revised draft Policy Statement. Staff intended to bring forward comments from those agencies and First Nations in January-March 2024 on the same agenda as the revised draft. However, this timeframe is more likely to be February-April now to ensure all input can be addressed.

At its committee meeting in November 2023, Trust Programs Committee endorsed the following resolution

> **that Trust Programs Committee endorse that the timeline for the Trust Policy Statement Amendment Project be extended to ensure that all input from First Nations be addressed.**

In early September, staff provided First Nations (those that had requested capacity funding from Islands Trust, which is now a total of nine) with an early staff-revised draft of the Policy Statement. This Draft 2 of the Policy Statement incorporated revisions requested by the Islands Trust Council in their 32 resolutions which were in response to the feedback they received from First Nations, referral agencies, and the public. First Nations are aware that Trust Council will make changes to the staff-revised draft once it receives it.

Since then, staff have been collaborating with the Nations to receive their input. Several Nations have requested an extension from the original input deadline proposed (mid-November) to January 2024. While it may still be possible to conclude the engagement sooner, staff think it prudent to ensure an extension so the process has the time it needs. Staff anticipate that there is enough give in the current project charter timeline to accommodate this extension without impacting the final delivery of the project.

| Activity | Original | Proposed |
|---|---|---|
| **Current Fiscal (FY 2023-2024)** | | |
| -EC/TPC and Trust Council receive draft and recommend any revisions | Jan-Mar 2024 | Feb-Apr 2024 |
| **Next Steps (FY 2024-25)** | | |
| -As requested by TC, EC and TPC develop recommendations for revisions | Apr 2024 | May 2024 |
| -TC considers TC/EC recommendations and passes resolutions on actions | Jun 2024 | July 2024 |
| **-Approval in principle by Trust Council** | Fall 2024 | No change |

| | | |
|---|---|---|
| -Six month referrals period to LTCs and BIM | Apr 2025 | No change |
| **Final Adoption (FY 2025-26)** | | |
| -Trust Council receives referral responses, passes resolutions for action | June 2025 | No change |
| -Amendment drafting and amendment/**First Reading by Trust Council** | Sept 2025 | |
| -3 month referral to First Nations, ITC Board, regional districts, others | Oct-Dec 2025 | |
| -Review of feedback and preparation for Second / Third Reading | Jan-Feb 2026 | |
| -**Second and Third readings** (incorporate revisions during same meeting) | Mar 2026 | |
| -Refer to Minister with FN engagement report; six months for review | Apr-Nov | |
| -Receive approval from Minister (estimated), and **Adoption** | Dec 2026 | |
| -Final graphic design, distribution, event, implementation planning | Post Dec 2026 | |

In addition, through the work with First Nations to date, we have heard strongly and on multiple occasions (including in relation to their initial review of the Draft 2) from several Nations that the Policy Statement work should go further in:

- acknowledging Indigenous desires for self-governance and their inherent rights to be self-governing decision-makers within their respective territories and to be stewards
- co-designing process and timelines with participating First Nations
- reflecting that UNDRIP affirms First Nations' right to participate in decision-making matters and requires the obtainment of First Nations' free, prior and informed consent.

Staff expect these interests to continue to be raised during the Policy Statement review work.

Staff also continue work with a communications consultant to prepare communications materials about the revised draft of the Policy Statement.

**ATTACHMENT(S):** Policy Statement Project Charter V7

**FOLLOW-UP:** Staff will continue working with First Nations so that the staff-revised Draft 2 Policy Statement can be brought forward to Trust Council in early 2024 along with comments and reflections of First Nations (as per above revised timelines).

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**Prepared By:** Mary Storzer, Senior Policy Advisor

**Reviewed By/Date:** Clare Frater, Director Trust Area Services, November 15, 2023

# Policy Statement Amendment Project - Project Charter V7

**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

- Amendment drafting of V1 as directed by TC resolutions, communications, legal review, and implementation planning
- First Nations engagement, public engagement, and agency referrals
- Four readings/Ministerial approval

## 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)**<br>-First Nations early engagement Phases 1 (2019-2021), 2 (2021-2022), and 3 (2023)<br>-Public engagement Phases 1 (2019-2020), 2 (2021), and 3 (2022)<br>-Policy review and analysis by Trust Council's committees/working groups and staff (2020-22)<br>-Amendment drafting and legal review Phase 1 (Apr-Jun 2021), Phase 2 (Dec 2022-Mar 2023) | 2019-2023 |
| **Present (FY 2023-24)**<br>-Amendment drafting<br>-EC/TPC and Trust Council receive revised draft Policy Statement (EC/TPC recommend changes) | To Dec 2023<br>Jan-March 2024 |
| **Next Steps (FY 2024-25)**<br>-As requested by TC, EC and TPC develop recommendations for further revisions<br>-Trust Council considers TC/EC recommendations and passes resolutions on further revisions required<br>**-Approval in principle by Trust Council**<br>-Six month referrals period to local trust committees and Island Municipalities for local engagement | Apr.2024<br>June 2024<br>Late Summer/Fall 2024<br>Fall 2024-Mar/Apr 2025 |
| **Final Adoption (FY 2025-26)**<br>-Trust Council receives referral responses and passes resolutions on further revisions required<br>-Amendment drafting and amendment/**First Reading by Trust Council**<br>-Three month referral to First Nation governments, ITC Board, regional districts, other agencies as desired<br>-Collation and consideration of feedback and preparation of document for Second / Third Reading<br>-**Second and Third readings** (incorporate any desired revisions during same meeting)<br>-Refer proposed bylaw to Minister with final FN engagement report; allow six months for review<br>-Receive approval from Minister (estimated—no statutory timeline), and **Adoption**<br>-Final graphic design and distribution, celebration event, implementation planning | June 2025<br>Sept 2025<br>Oct– Dec 2025<br>Jan/Feb 2026<br>Mar 2026<br>April 2026—Nov 2026<br>Dec 2026<br>Post Dec 2026 |

## Project Team

| | |
|---|---|
| Executive Committee<br>Trust Programs Committee<br>Director, TAS | Project Champion<br>Policy Content Advisors<br>Project Director |
| Sr. Policy Advisor | Project Manager & Policy Writer |
| Program Coordinator | Public Engagement Coordinator |
| Communications Specialist | Communications Coordinator |

## Budget

| Item | FY 23-24 | FY 24-25 | FY25-26 |
|---|---|---|---|
| Communications | $25,000 | $10,000 | $8,000 |
| Public Engagement | $0 | $20,000 | $0 |
| Legal Review | $5,000 | $5,000 | $5,000 |
| **Total Activity Costs:** | **$30,000** | **$35,000** | **$13,000** |

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

**Endorsement: TC**
Date: September 27, 2023

*Timeline assumes Trust Council does not schedule special meetings between regular quarterly meetings.

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | Trust Council | **For the Meeting of:** | December 5, 2023 |
| **From:** | Trust Area Services | **Date Prepared:** | November 8, 2023 |
| **SUBJECT:** | Reconciliation Learning Group programming | | |

**PURPOSE:**

To provide background on next steps for the Reconciliation Learning Group.

**BACKGROUND:**

In March 2023, after consideration of a resolution was passed at March 2023 Trust Council

> **That a reconciliation learning group be initiated comprised of trustees who indicated interest; and that a learning plan be developed and implemented through monthly, virtual meetings.**

Staff are negotiating a service contract with *Culturally Committed,* an organization that creates learning opportunities for non-Indigenous people to nurture cultural humility and understanding through direct teachings and mentorship from Coast Salish Indigenous people. Culturally Committed will provide a Siyéye/Good Friend Learning Circle program for the period between January 2, 2024 and November 30, 2024. This Learning Circle program includes:

- 11 Live monthly Virtual Workshops, likely delivered on the third Wednesday of each month (pending review of schedules).
- Four live private quarterly Community Calls with 3 Indigenous mentors and 1 facilitator dedicated to IT/ITC.
- A customized members web portal which will house a library of workshops and community calls.
- A self-paced three-part Intro to Indigenous Cultural Safety webinar.
- A private Culturally Committed Members Facebook Group

Cost for this program for 2024 will be $25,000 with $8,000 in FY 2024 and $17,000 in FY2025 (subject to Trust Council approval of the requested FY25 Reconciliation budget). This is the cost for a learning circle of up to 20 people that could be comprised of Trustees/Board members and senior staff.

Staff have determined this approach has many advantages, including:

- A significant reduction in the amount of staff time dedicated to coordination, facilitation, administration and financial management of developing an in-house learning program
- A chance to learn from other organizations on this journey through the monthly virtual workshops that include *Culturally Committed* members from other organizations.
- Deeper learning and relationship building with dedicated Indigenous mentors through the private quarterly community learning circles.

- Strong grounding in Indigenous cultures and knowledge local to the islands as *Culturally Committed* is based in Snaw-naw-as territory and many of the mentors are Coast Salish.

Staff recognize the importance of active sharing of lessons learned and insights from the Reconciliation Learning Group and will be working towards a number of methods to facilitate this sharing including regular updates at Trust Council meetings from representatives of the Learning Group.

An initial Reconciliation Learning Group session with 11 Trustees/ITC Board members held on Oct 2, 2023 indicated strong support for this approach.

**ATTACHMENT(S):** None.

**FOLLOW-UP:**

Once the contract is signed, staff will connect with Trustees and ITC Board members to determine availability to participate in monthly Virtual Workshops and quarterly Community Calls with dedicated mentors. If space allows, staff will then connect with senior staff to determine availability to participate.

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**Prepared By:** Robyn Kefi – Senior Indigenous Relations Advisor

**Reviewed By/Date:** Clare Frater, Director, Trust Area Services, November 8, 2023
Russ Hotsenpiller, CAO, November 15, 2023

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | Trust Council | **For the Meeting of:** | December 5, 2023 |
| **From:** | Trust Area Services | **Date Prepared:** | November 15, 2023 |
| **SUBJECT:** | Legislative Monitoring Report, December 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. In September 2023, Trust Council requested that the report be provided quarterly at each Trust Council meeting, rather than semi-annually.

The attached legislative monitoring report includes:

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

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

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

**ATTACHMENT(S):**

1. Legislative Monitoring Report, December 2023
2. Trust Council Requests to the Province of BC for Changes to the Islands Trust Legislation/Regulation and Related Legislation 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
Mary Storzer, Trust Area Services

**Reviewed By/Date:** Clare Frater, Director, Trust Area Services / November 17, 2023

David Marlor, Legislative Services Manager/November 17, 2023
Russ Hotsenpiller, CAO/November 17, 2023
Executive Committee / November 22, 2023

# 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.<br><br>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]:<br>1. Allowance for entry warrants by bylaw officers;<br>2. Development permit area enforcement via municipal ticketing;<br>3. Adoption of development approval information bylaws by LTCs;<br>4. Amending the Act to add "First Nations" to the list of those with whom we work "in co-operation.";<br>5. The ability to delegate to staff the granting of development permits;<br>6. Seeking clarification of foreshore zoning authority;<br>7. Broadening of Islands Trust entities under the Local Government Act, relative to s. 294, allowing for "incidental or conducive powers.";<br>8. Ability to provide an affordable housing agreement with a third party and to create a Housing Service.<br>9. Include reference to the ecosystem in section 8.2 of the Islands Trust Act.<br>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:<br>• 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)<br>• 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)<br>• 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)<br><br>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)<br><br>Foreshore authority – on-going meetings between Islands Trust Staff, Ministry and CwVRD staff on foreshore jurisdiction in that RD. (none since March 2023 report). |

| 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,<br><br>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<br>Minister of Municipal Affairs<br><br>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. | Withdrawn by Trust Council in March 2023 through resolution 2023-038: Islands Trust Council request the Chair to promptly inform the Province that it no longer wishes to proceed with its request….<br><br>Previously the indication from Ministry was 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.<br><br>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:<br>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.<br>b. The object of the Islands Trust Act and clarification of the mandate of the organization.<br>c. The governance structure of the organization.<br>d. The alignment of decision-making processes and structures with the Declaration on the Rights of Indigenous Peoples Act.<br>e. The geographic scope of the organization and in particular authority over marine areas.<br>f. The funding mechanisms provided to the organization in light of a clarified mandate. | June 2022 | Letter to Hon. Nathan Cullen<br>Minister of Municipal Affairs<br><br>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 | June 2022 | Letter to The Hon. Katrine Conroy<br>Minister of Forests and The Hon. Josie Osborne<br>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 |
|---|---|---|---|
| Indigenous Peoples, and with the involvement of local 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. |

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | Trust Council | **For the Meeting of:** | December 5, 2023 |
| **From:** | **Executive Committee** | **Date Prepared:** | November 16, 2023 |
| **SUBJECT:** | **Islands Trust 50th Anniversary Activities** | | |

**PURPOSE:** To provide Islands Trust Council with an update on plans for celebrating the Islands Trust 50th anniversary in 2024.

**BACKGROUND:** June 5, 2024 marks the 50th anniversary of the Islands Trust Act and the designation of the Islands Trust Area as a region of the province marked for special protection.

The last time Islands Trust recognized an anniversary date was in in 2014 for the 35th anniversary.

Celebrating the 50th anniversary of Islands Trust is a significant milestone. In September 2023 Trust Council received a briefing with options for celebrating the 50th anniversary and discussed:

- potential for legacy project in collaboration with First Nations
- possibility of Provincial agencies and ministries to support celebrations
- focus on future instead of the past
- year-round promotion, webinars and working with First Nations
- thoughts on an acknowledgment vs celebration
- potential invitations to the Minister and to previous trustees.

Staff are proceeding the planning celebration materials/activities as follows:

- Commemorative logo design:
  - Incorporate 50th anniversary verbiage/design into the existing Islands Trust logo
  - Providing the logo in the necessary formats and design styles

- Year-long activities:
  - Staff and Trustees (optional) to incorporate the 50th logo into email signatures
  - Website updated with the 50th logo
  - Social media platforms updated with the 50th logo
  - Islands Trust products (reports, documents, etc.) feature the 50th logo

- Annual Report:
  - Bigger feature for each local trust area/Bowen Island to include history about the islands (beginning with First Nations history), covenants and national parks on each island, 2021 census data, and finally the local trust area report as per usual

- June 5 activities:
  - Media release marking the occasion, the history of Islands Trust, noting achievements and discussing how the public can get involved in preserving and protecting the Trust Area

    - Social media boosted posts

- June Trust Council meeting:
    - Invite Premier and Minister to attend an event commemorating the 50th anniversary (this must be done in December 2023 in order to feature in their calendar)
    - Celebration lunch
    - Professional photos taken for social media and the 2024-25 annual report
    - Photos of the event posted on social media boosted

The estimated costs for the above materials/celebrations is estimated to be $2,200 which will come from the Trust Area Services Communications budget.

There is more work to be done to consider how to invite participation from First Nations governments and Indigenous People.

**FOLLOW-UP:** Staff will continue to investigate communication strategies, themes, venues, and media contacts in preparation for the anniversary in 2024, and will advance any suggestions received to the Executive Committee for review/approval.

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**Prepared By:** Morgana van Niekerk, Trust Area Services,

**Reviewed By/Date:** Clare Frater, Director, Trust Area Services, November 16, 2023

# REQUEST FOR DECISION

| | | | |
|---|---|---|---|
| **To:** | Trust Council | **For the Meeting of:** | December 5, 2023 |
| **From:** | Trust Area Services | **Date Prepared:** | November 15, 2023 |
| **SUBJECT:** | **Vancouver Island and Coastal Communities Climate Leadership Steering Committee appointee** | | |

**RECOMMENDATION: That Trust Council appoint Trustee XX as Trust Council's representative to the Vancouver Island and Coastal Communities Climate Leadership Steering Committee.**

**That Trust Council allocate $250 from the Secretariat Services budget to support the Vancouver Island and Coastal Communities Climate Leadership Steering Committee.**

**That Trust Council request staff to amend its agenda template to add a standing report from Trust Council's representative to the Vancouver Island and Coastal Communities Climate Leadership Steering Committee in Trustee Summary Updates section.**

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:** The Vancouver Island and Coastal Communities Climate Leadership Steering Committee is an independent group of local government representatives working to build a climate leadership plan for Vancouver Island and Coastal Communities. Having representatives on this committee provides Trust Council with important opportunities to advocate on behalf of the object of the Trust, coordinate with a range of governmental and non-governmental partners, and influence policy developments related to climate change.

1 **PURPOSE:** To inform Trust Council's decision regarding selection of one trustee to be recommended to the Vancouver Island and Coastal Communities (VICC) Climate Leadership Steering Committee to act as Trust Council's representative on that committee.

**BACKGROUND:** The VICC Climate Leadership Steering Committee provides information sharing, project collaboration, and advocacy for climate initiatives across Vancouver Island and coastal communities. Key achievements in its inaugural four-year term include: territorial analysis of the region's vulnerabilities to climate change and survey of local government priorities for climate action; a local government climate resiliency summit; a youth climate summit in 2021; First Nations engagement; and establishment of an inter-regional staff network in partnership with the Community Energy Association. The VICC Climate Leadership Steering Committee meets virtually four times a year. Chair Peter Luckham has previously attended Steering Committee meetings.

In September 2020, Trust Council passed a Secretariat Services policy to support forums via contribution of staff time, financial support, or a combination of the two. Typically, the financial portion of the request would be provided to Trust Programs Committee for consideration as part of the Secretariat Services program, but due to administrative error, it was provided to the Executive Committee in July resulting in a delayed response to the invitation and request (see attached). To save time and administrative effort, staff recommend that Trust Council authorize the modest request of funding.

**IMPLICATIONS OF RECOMMENDATION:**

**ORGANIZATIONAL:** Few organizational demands are expected from the recommendations. Trust Council's representative would attend the virtual meetings as required and report back to Trust Council on a regular basis. Trust Council may wish to amend its

**FINANCIAL:** In March 2023, Trust Council adopted a budget with $12,000 for 2023/24 for secretariat services. Trust Programs Committee has allocated the $12,000 to five coordination groups for 2023/24. Trust Council can overspent this budget by $250 and Trust Area Services will underspend in a different budget line to accommodate the overspending.

**POLICY:** No immediate policy implications. Having a representative on the Steering Committee may lead to greater information on future climate-related policies.

**IMPLEMENTATION/COMMUNICATIONS:** Once Trust Council has selected a representative the VICC Climate Leadership Steering Committee will be informed.

**FIRST NATIONS:** First Nations are invited to participate and have a standing invitation to the VICC Climate Leadership Steering Committee table.

**OTHER:** None.

**2 RELEVANT POLICY(S):**

Trust Council's climate emergency declaration
Trust Council's Secretariat Services Policy (2.1.5)

**3 ATTACHMENT(S):**

1. July 24, 2023 Funding Request from VICC Climate Leadership Steering Committee Co-Chairs (attachments listed in this letter can be requested from staff)

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**RESPONSE OPTIONS**

**Recommendation: That Trust Council appoint Trustee XX as Trust Council's representative to the Vancouver Island and Coastal Communities Climate Leadership Steering Committee.**

**That Trust Council allocate $250 from the Secretariat Services budget to support the Vancouver Island and Coastal Communities Climate Leadership Steering Committee.**

**That Trust Council request staff to amend its agenda template to add a standing report from Trust Council's representative to the Vancouver Island and Coastal Communities Climate Leadership Steering Committee in Trustee Summary Updates section.**

**Alternative:** That Trust Council not appoint any representatives to sit on the VICC-CLP (Vancouver Island and Coastal Communities Climate Leadership Plan) Steering Committee.

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**Prepared By:** Mary Storzer, Senior Policy Advisor, Trust Area Services

**Reviewed By/Date:** Clare Frater, Director, Trust Area Services / November 15, 2023

**July 24, 2023**

Dear Islands Trust Council,

The Vancouver Island and Coastal Communities (VICC) Climate Leadership Steering Committee provides information sharing, project collaboration, and advocacy for climate initiatives across Vancouver Island and Coastal Communities. In our inaugural four-year term, the committee of elected regional district representatives and supporting academic leaders and local government staff achieved the following:

1. Territorial analysis of the region's vulnerabilities to climate change and survey of local government priorities for climate action conducted by UVic researchers in 2020
2. Local Government Climate Resiliency Summit for elected officials, staff and First Nations that gathered over 150 people from across the region in Fall 2020
3. Youth Climate Summit held in Spring 2021
4. First Nations Engagement led by Alderhill, an Indigenous consulting company
5. Establishment of an inter-regional staff network in partnership with the Community Energy Association (CEA)

Through these efforts, the committee strengthened relationships among municipalities, regional districts, and urban and rural communities in our region and identified where the best value exists for ongoing inter-regional coordination. This work reaffirmed the need for and benefit of increased coordination on a regional scale to strengthen climate action, improve information sharing, increase organizational capacity particularly for small and rural communities, improve collaboration on projects of shared interest, enhance staff support in the delivery of cost-effective programs and services, avoid duplication of effort, and to strengthen senior level government advocacy.

To continue this work, the VICC Climate Leadership Steering Committee requires funding from member regional districts. According to a population-based formula, we are requesting $250 from Islands Trust.

## Service Proposal:

The research and engagement noted above led the VICC Climate Leadership Steering Committee to determine that its greatest value moving forward is as an inter-regional network convener, facilitator, and advocate for effective and cohesive climate action. This will include the following services:

- Organize annual summit of elected officials, staff, NGO's and businesses for information sharing, relationship building, identifying collaboration opportunities, and advocacy prioritization
- Maintain quarterly steering committee meetings as a strategic planning body
- Liaise with CEA's staff peer network to share best practice and support collaborative initiatives
- Develop a digital resource library for sharing best practices, data, and new initiatives
- Facilitate and administer functional working groups based on shared priorities
- Engage in senior government level advocacy based on climate action advocacy priorities identified through the VICC Climate Leadership Steering Committee and AVICC
- Support continued relationship building with Indigenous communities across VICC

## CEA Secretariat:

Currently the convening of the Steering Committee is supported through partnership with the Community Energy Association (CEA) in a secretariat role. CEA is a non-profit organization with extensive experience in climate planning, engagement, convening networks, advancing cross-regional collaboration, and driving project implementation with local governments and Indigenous communities. Along with providing expertise and project management, CEA is the fiscal agent for the project and brings in-kind contributions to the project from other funding sources, valued at close to $100,000.

## Funding Request:

To retain CEA in the role of secretariat and to provide the proposed services for the inter-regional climate action network, the VICC Climate Leadership Steering Committee requests the following funding commitment from regional districts across a two-year timeframe of late 2022 through to the end of 2024 (see table 1 below). At the end of this period the funding model will be re-evaluated.

### Table 1. Summary of Regional District Funding Allocations

| Regional District | Requested Amount* | Status |
|---|---|---|
| Alberni-Clayoquot | 5,900 | |
| Capital | 31,500 | Pending |
| Comox Valley | 13,000 | Approved |
| Cowichan Valley | 16,000 | |
| Mount Waddington | 1,900 | |
| Nanaimo | 22,550 | |
| qathet | 2,400 | Approved |
| Strathcona | 8,400 | |
| Sunshine Coast | 5,600 | Approved |
| Islands Trust | 250 | |
| **Total** | **107,500** | |

*Funding amount per regional district based on a formula factoring in population with adjustments for density

Table 2 provides the budget for project deliverables. Note that in-kind funding is being provided through contributions from internal staff time as well as CEA's contributions. Significant in-kind funding in the form of volunteer time and other funding sources has been contributed to support the convening of the committee and the project outcomes produced to date. As part of the secretariat role, CEA will continue to seek additional funds to support the project.

Table 2. Project deliverables and budget highlights

| ***Deliverable*** | ***Cost*** |
|---|---|
| Ongoing Secretariat tasks (CEA):<br>• Coordination of steering committee meetings<br>• Overarching project management<br>• Fiscal and contract management, grant applications<br>• Development and maintenance of digital resource library<br>• Administration and liaison with regional staff network (in-kind) | $30,000/year (with significant additional in-kind contributions from CEA) |
| Reporting:<br>• Compilation of research and engagement results<br>• Preparation of strategic vision and goals document<br>• Phase 3 end report | $9,500 |
| Events:<br>• Annual Summit in 2024<br>• Other events (e.g. LGLA) | $28,000 |
| Relationship building with Indigenous partners and others* | $10,000 |
| ***TOTAL*** | ***$107,500*** |

*CEA will support grant applications for additional funding to further support this work and other initiatives that may arise (e.g. working groups)

We are happy to share any further information and thank you in advance for your consideration and support.

Sincerely,







**Mayor Michelle Staples**
City of Duncan
VICC Climate Leadership Steering Committee Co-Chair
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**Councillor Will Cole-Hamilton**
City of Courtenay
VICC Climate Leadership Steering Committee Co-Chair
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**Councillor Ben Geselbracht**
City of Nanaimo
VICC Climate Leadership Steering Committee Co-Chair
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Attachments:

1. VICC Climate Leadership Steering Committee DRAFT Terms of Reference
2. Territorial Analysis & Survey of Local Government Priorities for Climate Action
3. VICC Resilience Summit Nov 2020 Outcomes Report
4. VICC Youth Summit May 2021 Outcomes Report
5. VICC Indigenous Engagement Summary Report by Alderhill 2023
6. VICC-CL Budget Summary
7. VICC-CL Phase 1 and 2 Project Budget Summary
8. VICC-CL Phase 3 2022-2024 Detailed Budget

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | Trust Council | **For the Meeting of:** | December 5, 2023 |
| **From:** | **Executive Committee** | **Date Prepared:** | August 29, 2023 |
| **SUBJECT:** | **Supporting materials for discussion on climate change action** | | |

**PURPOSE:** To provide Trust Council with background materials to support a discussion about further action regarding the Climate Change Emergency.

**BACKGROUND:**

In March 2019, Islands Trust Council declared a climate emergency. At that same meeting Trust Council also passed resolutions directing the following:

1. Add climate change mitigation, resilience, and adaptation policies to the Islands Trust Policy Statement Amendment Project.
2. Direct the Trust Council Chair to write to the Chairs of Regional Districts in the Islands Trust Area asserting Trust Council's full support for declarations of a Climate Emergency;
3. Direct the Trust Council Chair to write to the Provincial Minister of the Environment, asserting the Islands Trust Council's support to help the Province close the 25% emissions gap in the CleanBC Plan, and calling on the Province to provide the powers and resources to local governments;
4. Direct the Trust Council Chair to write to the Federal Minister of the Environment, asserting the Islands Trust Council's support to help Canada meet its Nationally Determined Contribution target made in the Paris Agreement and call on the federal government to provide the powers and resources to local governments.
5. Direct staff to report back to the June 2019 Trust Council meeting on measures and land-use planning actions that the Islands Trust can take to advance progress toward Local Trust Committee climate reduction targets and achieve further reductions in carbon from Trust operations (see attachment 1).
6. Direct staff to include a central focus on equitable climate change mitigation, adaptation, and resilience into strategic planning to provide guidance and support for the Trust Area's efforts to transition away from fossil fuels in ways that prioritize those most vulnerable to climate impacts and most in need of support in transitioning to renewable energy.
7. Trust Council directs staff to work with First Nations and First Nations government agencies to seek support for the climate change emergency and to engage to coordinate climate action strategies with First Nations within the Islands Trust Area. (June 2019 response from First Nations Leadership Council).

In May 2023, Executive Committee passed the following motion:

> **That Executive Committee request direction from Trust Council on further action on the Climate Change Emergency and, include the materials from the trustee led messaging from last term.**

Staff have compiled the attached materials to support a conversation by Trust Council.

**ATTACHMENT(S):**

1. June 2019 Trust Council Briefing re Climate Change Emergency Declaration – Local Planning Tools for Mitigation and Adaptation
2. September 2019 Trust Council Briefing re Council committee/Conservancy board recommendations for climate actions
    a. Attachment: Detailed summary of topics raised at the July 17, 2019 Trust Programs Committee meeting
    b. Attachment: Islands Trust Conservancy memorandum regarding the Trust Council referral for recommendation on responding to climate change emergency declaration.
3. February 2020 Climate Change Speaking Notes prepared by Trust Programs Committee, approved by Executive Committee

Online Resources

4. Local Government Climate Action Program Survey Submission Report, 2022
5. Climate Projections for Islands Trust Area Report, 2020
6. Final Report: Scoping Exercise to Identify Climate Change Indicators for the Islands Trust Area Report, 2020

**FOLLOW-UP:** As directed.

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**Prepared By:** Clare Frater, Director, Trust Area Services

**Reviewed By/Date:** Stefan Cermak, Director, Planning Services/September 4, 2023
Russ Hotsenpiller/September 5, 2023
Executive Committee/September 13, 2023

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | Trust Council | **For the Meeting of:** | June 18, 2019 |
| **From:** | David Marlor, Director, Local Planning Services | **Date Prepared:** | May 30, 2019 |

**SUBJECT:** **Climate Change Emergency Declaration – Local Planning Tools for Mitigation and Adaptation**

**PURPOSE:**

To provide an initial approach in response to Trust Council's Climate Change Emergency Declaration in respect to local planning tools to address climate change.

**BACKGROUND:**

At its regular business meeting in March 2019, Trust Council declared a Climate Change Emergency. As part of that declaration, Trust Council requested that staff:

> *"report back to June 2019 Trust Council meeting on measures and land use planning actions that the Islands Trust can take to advance progress towards Local Trust Committee climate reduction targets and achieve further reductions in carbon from Trust operations".*

This briefing focuses on land use planning actions that the local trust committees and Bowen Island Municipality could take to advance progress towards greenhouse gas reduction targets and to adapt to the effects of climate change.

Following the implementation of new mandatory requirements for official community plans to include targets and policies for greenhouse gas reductions, all local trust committees and Bowen Island Municipality amended their official community plans to include those targets and policies.

The following table includes a summary of the targets established by each local trust committee and Bowen Island Municipality in their official community plans. Each local trust committee and Bowen Island Municipality also adopted related policies on how to achieve those targets.

| Local Trust Committee/Island Municipality | Reduction By 2015 | Reduction By 2020 | Reduction By 2050 | Notes |
|---|---|---|---|---|
| Bowen Island Municipality | - | 33% | 80% | Reduction over 2007 emissions |
| Ballenas-Winchelsea | - | 50% | 50% | Below per Canadian per capita for 2020/2050 |
| Gabriola | - | 33% | 85% | Reduction over 2007 emissions |

| | | | | |
|---|---|---|---|---|
| • Mudge | - | 50% | 50% | Below per Canadian per capita for 2020/2050 |
| • DeCourcy | - | 50% | 50% | Below per Canadian per capita for 2020/2050 |
| Galiano | - | 33% | - | Reduction over 2007 emissions |
| Gambier | - | 33% | 85% | Reduction over 2007 emissions |
| • Associated | - | 20% | 85% | Reduction over 2007 emissions |
| • Keats | - | 33% | 85% | Reduction over 2007 emissions |
| Denman | - | 33% | 85% | Reduction over 2007 emissions |
| Hornby | - | 25% | 80% | Reduction over 2007 emissions |
| Lasqueti | - | 50% | 50% | Below per Canadian per capita for 2020/2050 |
| Mayne | - | 33% | - | Reduction over 2007 emissions |
| North Pender | - | 33% | - | Reduction over 2007 emissions |
| • Associated | - | 50% | 50% | Below per Canadian per capita for 2020/2050 |
| Saturna | - | 33% | - | Reduction over 2007 emissions |
| SSI | 15% | 40% | 85% | Reduction over 2007 emissions |
| • Piers | - | - | - | Bylaw is not compliant |
| South Pender | - | 33% | - | Reduction over 2007 emissions |
| Thetis | - | 33% | 85% | Reduction over 2007 emissions |
| Associated | - | - | - | Bylaw contains no targets |
| Valdes | - | 50% | 50% | Below per Canadian per capita for 2020/2050 |

**A. Local Planning Actions Since 2010**

Since 2010, planning Staff regularly include consideration of climate change mitigation and adaptation in staff reports on planning applications and projects. As a result, all planning decisions by local trust committees over the past eight years have included a climate change lens. In addition to this, local trust committees adopted specific policies in their official community plans related to climate change mitigation and adaptation. Many of these policies have been implemented through land use bylaw amendments. A list of these implemented policies is included in Appendix 1.

Appendix 2 lists the official community plan policies that have not yet been implemented in the land use bylaws.

The remainder of this briefing provides information on land use planning actions that can be undertaken in relation to climate change. Section B addresses actions related to climate change mitigation and Section C addresses actions related to climate change adaptation.

**B. Climate Change Mitigation Tools**

Climate change mitigation involves actions that reduce greenhouse gas emissions (GHGs). In the local trust areas the main source of GHGs is combustion from transportation and combustion from heating and cooling buildings. Therefore, any policies and regulations that reduce the need for transportation, or reduce the need for heating or cooling of buildings will help in reducing GHGs.

The Province committed to providing the Community Energy and Emissions Inventory (CEEI) for local governments. For the Islands Trust area there is very little data available. The only metric is residential heating using wood, propane or oil (and this is withheld for Lasqueti and Gambier LTAs). There are no metrics available for transportation or any other source of GHG emissions. The last year CEEI reports were undertaken was 2012. As a result we currently do not have metrics to measure progress towards targets in OCPs. Bowen Island Municipality has Community Energy and Emission Inventories (starting on page 40 of this linked document https://bowenisland.civicweb.net/document/118760).

Local trust committees and Bowen Island Municipality have the following tools available to them to reduce GHGs:

- **GHG Reduction Targets** - Section 473 of the *Local Government Act* – required content for official community plans, inclusion of targets and policies with respect to reducing greenhouse gas emissions.
- **Zoning Authority** – Section 479 of the *Local Government Act*.
- **Development Permit Area to Promote Energy Conservation** – Section 488(1)(h) of the *Local Government Act*.
- **Development Permit Area to Promote the Reduction of Greenhouse Gas Emissions** - Section 488(1)(j) of the *Local Government Act*.

Local trust committees and Bowen Island Municipality could undertake the following to mitigate climate change.

1. **Enact existing Official Community Plan policies** for the mitigation of climate change that are already in the official community plans but have not yet been acted on (Appendix 2 contains a list of these policies).

2. **Update official community plans** to ensure the mandatory GHG reduction targets and policies are relevant and up to date; Galiano Island, Mayne Island, North Pender Island, South Pender Island and Saturna Island local trust committees have targets for GHG reduction set for 2020 with no targets for any future dates, and as such those targets will be out of date next year. The Salt Spring Island Local Trust Committee has not adopted any targets or policies for the Piers Island OCP. The Thetis Associated Islands OCP contains objectives and policies but no targets. While the Islands Trust has very limited metrics to measure progress, the requirement to have targets and policies in official community plans is mandatory under s. 473 of the *Local Government Act*. These official community plans should be updated within the next year to ensure they remain compliant with required content for an official community plan, and to address targets and polices for GHG reduction. Other local trust committees should review their targets and policies for relevance to current conditions.

3. **Use the zoning authority under s. 479 of the *Local Government Act* to cluster development** and move away from large lots to small compact "villages". This can be accomplished through OCP policies to require this kind of development, rezoning appropriately by increasing density in appropriate locations and reducing in other locations and density transfer to move density to appropriate areas. Some local trust committees already have some form of this in their OCPs. Salt Spring and Gabriola have density transfer that has seen some significant land use changes. While these were not specifically created to address climate change mitigation, they can be

effective in changing the land use pattern to one that is more sustainable and reduces the need for transportation.

5. **Use the climate change development permit areas to reduce the heating and cooling requirements for buildings**. To improve building energy efficiency, land use planning can require landscaping and orientation of buildings in a way to maximize sun in winter and shade in summer. This would be done through a development permit area (DPA), with the justification and objectives in the Official Community Plan and the guidelines in the Land Use Bylaw. Local trust committees and Bowen Island Municipality may use DPAs to reduce GHG emissions and for energy conservation under s. 488 of the *Local Government Act*. Using these DPAs, local trust committees and Bowen Island Municipality may establish guidelines around landscaping, siting of buildings and structures, form and exterior design of buildings and structures, machinery, equipment and systems external to buildings or structures. The DPA may also place restrictions on type and placement of trees and other vegetation in proximity to buildings and structures to provide for energy conservation and reduction of GHGs.

**C. Climate Change Adaptation Tools:**

Climate change adaptation involves adapting communities to the anticipated effects of climate change. In the Islands Trust area, these effects include sea-level rise, longer periods of drought, more intense storm events, wildfires, warmer summers and warmer winters, and ecosystem changes which may impact plant and animal species.

Local trust committees and Bowen Island Municipality have the following tools available to them to adapt to climate change:

- **Zoning Authority** - Section 479 of the *Local Government Act*.
- **Runoff Control Bylaw** - Section 523 of the *Local Government Act*.
- **Development Permit Area to Protect Development from Hazardous Conditions** – Section 488(1)(b) of the *Local Government Act*.
- **Development Permit Area to Promote Energy Conservation** - Section 488(1)(h) of the *Local Government Act*.
- **Development Permit Area to Promote Water Conservation** – Section 488(1)(i) of the *Local Government Act*.

Local trust committees and Bowen Island Municipality could undertake the following to adapt their communities to the effects of climate change:

1. **Sea Level Rise Adaptation Tools**

   The Provincial government has established an expected sea-level rise in the Victoria area of 3.1 cm/50 years.

   The Provincial (Subdivision) Approving Officer is currently requiring at time of subdivision a covenant for a 15 metres setback and 1.5 metres above the current high high water mark for any buildings or structures. This approach by the Provincial Approving Officer is a broad-brush approach to adapting to climate change and does not consider site specific conditions. Before initiating adaptation measures local trust committees and Bowen Island Municipality should have an understanding of the local situation.

   a) **Undertake mapping of sea-level rise** on the islands to provide information to assist with developing policies and regulations to adapt to sea-level rise.

   b) **Enact zoning regulations under s.479 of the *Local Government Act* and flood level regulations under s. 524 of the *Local Government Act*.** Using these provisions, local trust committees and Bowen Island Municipality may enact regulations to require setbacks for

buildings and structures from the future anticipated natural boundary of the sea, as well as establish a minimum elevation for buildings and structures above the anticipated future elevation of the sea. Local trust committees and Bowen Island Municipality could make exceptions for structures that are designed to be moved (not on permanent foundation). Notwithstanding, the Provincial Approving Officer will continue to have independent authority to establish different requirements.

2. **Longer Periods of Drought Adaptation Tools**
Islands Trust Staff currently has little information on groundwater such as the effects of climate change on recharge and capacity of the aquifers to provide water. Research and mapping of aquifers would allow local trust committees to develop policies and regulations that reflect the capacity of the aquifers including anticipated climate change effects. Water storage and alternative water supplies could be considered. Means to reduce water consumption includes using development permit areas for water conservation, requiring drought tolerant planting, and requiring features to reduce water use.

   a) **Undertake research and mapping of aquifers, develop water consumption budgets, and identify salt water intrusion risks**, based on expected climate change effects. This work would then inform the land use planning for future development on the islands. This work is already underway for some islands, and staff is working with the Ministry of Forest, Lands, Natural Resource Operations and Rural Development to undertake a robust salt water intrusion risk assessment and mapping for the Islands Trust area.

   b) **Update policies and regulations to align their development potential** – through land use and density provisions – with the anticipated capacity of the aquifers.

   c) **Use the climate change development permit areas under s. 488 of the *Local Government Act* to promote water conservation.** Local trust committees and Bowen Island Municipality could establish goals, objectives and guidelines related to landscaping; siting of buildings and structures; form of exterior design of buildings and structures; specific features in the development; and machinery, equipment and systems external to buildings and structures to promote water conservation. The guidelines may restrict the type and placement of trees and other vegetation in proximity to buildings and structures in order to provide for water conservation.

4. **More Intense Storms Adaptation Tools**
Climate change is expected to result in more intense storm events, with higher winds and heavier rain than in the past.

   a) **Develop runoff control bylaws** under s. 523 to deal with anticipated flood and runoff from storm events.

   b) **Establish development permit areas for the protection of development from hazard conditions** under s. 488 of the *Local Government Act*. Under this development permit area, local trust committees and Bowen Island Municipality could establish areas subject to flooding and require they remain free from development except development may be permitted in accordance with the guidelines. These requirements may vary use and density but only as it relates to health, safety or protection of property from damage. The legislation also allows the local trust committee and Bowen Island Municipality to require a professional report at the applicant's expense to help with determining appropriate development permit conditions.

5. **Wildfire Adaptation Tools**
   As climate change results in hotter and longer dryer periods during the summer months, the risk of wildfires on the islands increases. Most islands have a wildfire plan prepared by the fire district or regional district.

   a) **Establish development permit areas for the protection of development from hazard conditions** under s. 488 of the *Local Government Act*. Under this development permit area, local trust committees and Bowen Island Municipality could establish areas at risk to wildfires and include requirements respecting the character of development, including landscaping, and the siting, form, exterior design and finish of buildings and other structures, and establish restrictions on the type and placement of trees and other vegetation in proximity to the development. These requirements may vary use and density but only as it relates to health, safety or protection of property from damage. The legislation also allows the local trust committee and Bowen Island Municipality to require a professional report at the applicant's expense to help with determining appropriate development permit conditions.

6. **Warmer Summers and Warmer Winters Adaptation Tools**
   Climate change is expected to lead to our summers and winters becoming warmer.

   a) **Establish development permit areas for energy conservation** under s. 488 of the *Local Government Act* to require that the exterior form and design of buildings, and other specific features of the development, reduce the need for energy in summer and winter. Local trust committees and Bowen Island Municipality could establish goals, objective and guidelines related to landscaping; siting of buildings and structures; form of exterior design of buildings and structures; specific features in the development; and machinery, equipment and systems external to buildings and structures to promote energy conservation. The guidelines may restrict the type and placement of trees and other vegetation in proximity to buildings and structures in order to provide for energy conservation.

**ATTACHMENTS:**

1. Summary of Local Trust Committee OCP climate change policies already implemented
2. Summary of Local Trust Committee OCP climate change polices not yet implemented

**FOLLOW-UP:**

Further work in specified areas as indicated in the briefing, or as requested by the Trust Council, Executive Committee, Local Planning Committee or local trust committees.

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**Prepared By:** David Marlor, Director, Local Planning Services

**Reviewed By/Date:** Russ Hotsenpiller, Chief Administrative Officer/

**APPENDIX 1 – May 30, 2019**

**Summary of Official Community Plan policies, listed by local trust area, that have been implemented in the land use bylaws.**

**Ballenas-Winchelsea Local Trust Area**

- Shoreline Development Permit Area (applicable to 30 m upland of the natural boundary of the sea).
- Regulations in the land use bylaw exempts solar collectors, wind generators and water storage tanks from height restrictions.

**Denman Island Local Trust Area**

- Climate change impacts are considered in staff.
- Providing the dedication of conservation area, consistent with OCP policies for density transfer.

**Gabriola Island Local Trust Area**

**Gabriola Island**

- Climate change impacts are considered in staff reports.
- Providing for rainwater collection and storage, trail/path connections and dedication of 300+ acres of parkland.
- Development Approval Information (DAI) Bylaw amended (2013) to include option to address GHG emissions, anticipated energy usage, carbon emissions and groundwater resources in conjunction with bylaw amendment or TUP applications [Criteria for assessing OCP/LUB applications developed.
- Land Use Bylaw (parking regulations and Village DPA guidelines) amended to encourage public transit, smaller vehicles, non-polluting vehicles, and permeable parking surfaces and increase walkability.
- Land Use Bylaw amended to measure the footprint of buildings and structures from the interior walls instead of the outer perimeter of the foundation of the building, so increased insulation is encouraged, and to exclude cisterns from floor area calculation.
- Official Community Plan and Land Use Bylaw amended to encourage local food production.

**Mudge Island**

- Climate change impacts considered in staff reports.
- Land Use Bylaw amended to exclude from the calculation of lot coverage in the RR zone: cisterns and similar structures for rainwater collection and storage; fire-fighting towers; pervious paths, driveways and parking spaces; and garden beds.

**DeCourcey Island**

- Climate change impacts considered in staff reports.

**Galiano Island Local Trust Area**

- Climate change impacts considered in staff reports, and inclusion of a policy in the Land Use Policies section of the Official Community Plan applicable to consideration of all applications.
- Amendments to shoreline development permit area to include guidelines to consider and address sea level rise impacts.
- Changes to zoning regulations to permit small-scale renewable energy, specifically height regulations amended.

**Gambier Island Local Trust Area**

- Climate change impacts considered in staff reports.

**Hornby Island Local Trust Area**

- Climate change impacts considered in staff reports.
- Official Community Plan Water Supply Protection and Water Resource Protection Development Permit Area includes guidelines to protect water resources.
- Official Community Plan Community Service Use Development Permit Area includes guidelines to provide rainwater catchment and storage; and hydrology study.
- Official Community Plan Commercial Development Permit Area includes guidelines to maintain natural vegetation and reduce light pollution.
- Water storage tanks and wind turbines exempt from Land Use Bylaw height regulations.

**Lasqueti Island Local Trust Area**

- Climate change impacts considered in staff reports.

**Mayne Island Local Trust Area**

- Climate change impacts considered in staff reports.
- Zoning amended to exclude solar collectors, wind generators and water tanks from maximum height regulations.
- Geothermal heating systems permitted.
- Amendments to Land Use Bylaw to permit mixed use (second storey residential) in commercial zones.
- Zoning for employee accommodation in commercial resorts.
- Secondary suites permitted.

**North Pender Island Local Trust Area**

**North Pender Island**

- Climate change impacts considered in staff reports.
- Secondary suites permitted.
- Temporary use permit guidelines amended to include climate change impacts.

**North Pender Associated Islands**

- Climate change impacts considered in staff reports.
- Shoreline DPAs include erosion provisions.

**Salt Spring Island Local Trust Area**

**Salt Spring Island**

- Climate change impacts considered in staff reports.
- Secondary suites permitted in select areas.
- Amenity Zoning includes implementation of energy efficient building design criteria that exceeds that required by the B.C. Building Code or other regulations.
- Climate change considered when evaluating suitability of density transfer.
- Rezoning application supporting local food production and storage as a community amenity
- Coordination with local and provincial agencies regarding fresh water demand and supply in relation to climate change.
- Land use regulations require 15m setbacks from natural bodies of water; 1.5 m elevation above natural body of water.
- Pathways and bikeways dedication at time of subdivision as per OCP Cycle Route map.

- DAI Bylaw including development permit checklist (both are drafted but not yet implemented).

**Piers Island**

- Climate change impacts considered in staff reports.
- 3.0 m elevation of buildings required if within 30m of water body.

**Prevost Island**

- Climate change impacts considered in staff reports.

**Saturna Island Local Trust Area**

- Climate change impacts considered in staff reports.
- Geothermal heating permitted.
- Secondary dwelling units (secondary suites amendment in process).
- Sustainability checklist.
- TUP guidelines amended to include consideration of climate change impacts.

**South Pender Island Local Trust Area**

- Climate change impacts considered in staff reports.
- Although not a Bill 27 requirement, LUB was amended to limit dwelling floor area and overall floor area on residential lots.

**South Pender Island Local Trust Area**

- Climate change impacts considered in staff reports.

**Thetis Island Local Trust Area**

**Thetis Island and Valdes Island**

- Climate change impacts considered in staff reports.

**Thetis Associated Islands**

- Climate change impacts considered in staff reports.
- Land Use Bylaw definition of floor area excludes any floor area occupied by a cistern used for the collection of rainwater for domestic use or fire protection.
- Land Use Bylaw permits the following uses in all zones: conservation; water supply facilities for the purposes of supplying potable or grey water on an individual island, including cisterns, reservoirs, pipes, treatment facilities, catchment and storage facilities and pumping and intake structures; solar collectors; wind turbines; and ocean geothermal loop exchange systems.
- Solar collectors are exempt from Land Use Bylaw height regulations.

**APPENDIX 2 – May 30, 2019**

**Summary of Local Trust Committee Official Community Plan Policies that have yet to be implemented.**

The following is a summary of Official Community Plan policies on climate change that have not yet been enacted in the land use bylaw regulations or through development permit areas. For actual wording of the policies, please consult that relevant official community plan bylaw.

**Ballenas-Winchelsea Local Trust Area**

- Identify significant un-fragmented forest and non-forest ecosystems and ensure these are noted on mapping for environmental and carbon sequestration value.

**Denman Island Local Trust Area**

- Review zoning to ensure provisions encourage energy efficiency and the greenhouse gas emissions reduction in new construction.
- Review development permit area guidelines and incorporate provisions to promote energy conservation, water conservation and greenhouse gas emissions reduction.
- Encourage renewable energy, limit fossil fuel consumption, encourage energy-efficient and carbon-efficient building construction.

**Gabriola Island Local Trust Area**

**Gabriola Island**

- Consider new development permit area guidelines that promote low impact land uses, alternative transportation, energy conservation, water conservation, and the reduction of GHGs.
- Identify significant un-fragmented forest ecosystems within the planning area and ensure that these areas are noted on mapping both for their environmental values as well as carbon sequestration areas.
- Amend LUB to consider setbacks from the ocean in relation to sea level rise.

**Mudge Island**

- Establish climate change as a fundamental factor in land use decision making.
- Encourage on-island agriculture and sharing of local food production.
- Encourage all new construction be built at the highest possible energy-efficiency standards.
- Further policies and actions to be considered as part of a future review of the OCP.

**DeCourcey Island**

- Encourage on-island agriculture and the sharing of local food production.
- Encourage new construction built at highest possible standards to reduce energy needs.
- Specific policies and actions to be included in a future OCP review.

**Galiano Island Local Trust Area**

- Amendments to parking requirements to require alternatives to parking spaces.
- Requiring new development to utilize building technology that minimizes energy use.

**Gambier Island Local Trust Area**

**Gambier Island**

- Develop new criteria for assessing OCP or zoning amendment applications from the perspective of climate change adaptation and mitigation.
- Support protection of forest resources.
- Require water storage with every dwelling unit.

**Gambier Associated Islands**

- Support actions to minimize GHG emissions.
- Recognize importance of forested lands in removing carbon dioxide from the atmosphere.
- Consider potential impacts on global climate change and GHG reduction targets when considering applications.
- Identify significant un-fragmented forest ecosystems within the planning area and ensure that these areas are noted on mapping for both their environmental value and as carbon sequestration areas.
- Reduce extent of infrastructure (e.g. development of common docks).
- Zoning regulations should support small scale residential solar and wind power generation on residential lots.

**Keats Island**

- Promote use and development of renewable energy sources.
- Develop new criteria for assessing OCP or zoning amendment applications from the perspective of climate change adaptation and mitigation.
- Support cluster development appropriate for Keats Island.
- Encourage energy efficient buildings.
- Encourage use of alternative energy.
- Encourage water storage for every dwelling unit

**Hornby Island Local Trust Area**

- Develop criteria for assessing OCP or LUB amendment applications from the perspective of climate change adaptation and mitigation.
- Encourage retention of forest cover except for the clearing of land for farming in the ALR.
- Limit size of buildings and opportunities for attached dwelling units and visitor accommodation units.
- Encourage green building techniques and alternative energy systems (solar, wind, geothermal, or water based) into residential housing.
- Encourage safe multi-use trails and bike lanes to facilitate non-motorized forms of travel.
- Encourage “climate wise” actions, including water conservation, storm water retention, the use of alternative energy sources for home use, and the use of alternative transportation methods.
- Support the local provision of services that residents presently travel off-island to access.
- Review LUB to provide for community gardens and community food processing and storage.
- Encourage local food production.

**Lasqueti Island Local Trust Area**

- Develop criteria for assessing OCP or zoning applications from the perspective of climate change adaptation and mitigation.
- Encourage energy conserving buildings.
- Encourage cycling and walking trails to permit non-automobile based forms of travel.
- Encourage water conservation and rainwater catchment.

**Mayne Island Local Trust Area**

- Permitting attached dwellings.
- DPA to manage lot layout.
- DPA for energy conservation.
- Amendments to amenity zoning and density transfer policies.

**North Pender Island Local Trust Area**

**North Pender Island**

- A review of overall development potential to consider amendments to zoning where changes could limit or reduce emissions.
- Permitting attached dwellings.
- Amending parking requirements.
- DPA to manage subdivision layout (conservation subdivision design project started but later abandoned by LTC).
- Second storey residential over commercial.
- Requiring cisterns or other water conservation measures in new development.
- Permitting community wood chipping or composting.
- Amend existing DPA to include energy conservation provisions.

**North Pender Associated Islands**

- Specific policies and actions to be included in a future review of the plan.

**Salt Spring Island Local Trust Area**

**Salt Spring Island**

- Calculation of carbon budget at time of rezoning or demonstrated conformity with LEED or similar.
- GHG or energy efficiency specific DPA.
- Amend fees bylaw to support energy efficient building design.
- Mapping and analysis to anticipate potential impacts of climate change on land use.
- Height relaxation for solar and wind power generation on residential lots.

**Piers Island**

- In progress of updating OCP for Climate Change.

**Prevost Island**

- No policies on climate change – bylaw requires updating

**Saturna Island Local Trust Area**

- Amending zoning to allow mixed use, including second storey residential in commercial designation.
- Amending parking requirements.
- Include energy conservation measures in DPA.
- Implement DPA for lot layout and tree removal.
- Permitting attached dwellings.
- Limit floor area of dwellings.

**South Pender Island Local Trust Area**

- Permit community gardens.

**Thetis Island Local Trust Area**

**Thetis Island**

- Develop new criteria for assessing OCP or LUB amendment applications from the perspective of climate change adaptation and mitigation.

- Promote land use that supports local food production to reduce food transportation costs and GHGs.
- Support new forms of housing that include clustering and zero emission housing.
- Encourage local, small-scale generation of alternative non-polluting energy sources.
- Regulate the size, siting and height of wind turbines to minimize environmental impacts and safety risks.

**Thetis Associated Islands**

- Consider the potential impacts on climate change GHG emissions in bylaw provisions and review of development applications.
- Identify significant un-fragmented forest and wetland ecosystems within the planning area and ensure that these areas are noted on mapping for both their environmental value and as carbon sequestration areas.
- Through bylaw provisions, support residential renewable energy (e.g. micro hydro, solar, wind, waste heat, etc.) use.
- Promote the conservation of forested lands and wetlands as a cost effective and important climate change mitigation strategy.

**Valdes Island**

- Establish climate change as a fundamental factor in land use decision-making.
- Policies and actions with respect to climate change mitigation will be considered as part of a future review of the Rural Land Use Bylaw.

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | Trust Council | **For the Meeting of:** | September 17, 2019 |
| **From:** | **Executive Committee** | **Date Prepared:** | August 29, 2019 |
| **SUBJECT:** | **Council committee/Conservancy board recommendations for climate actions** | | |

**PURPOSE:** To provide Trust Council with a summary of climate change discussions held by Trust Programs Committee with Local Planning Committee members, and the Conservancy Board.

**BACKGROUND:**

In March 2019, the Islands Trust Council declared a climate emergency.

In June 2019, the Islands Trust Council passed the following resolution:

> ***That the reports on the climate emergency received at Trust Council be referred to the Trust Programs Committee, Local Planning Committee, and the Islands Trust Conservancy and that they be requested to make recommendations to Trust Council with regards to developing a climate emergency strategy for inclusion in the Strategic Plan.***

On July 17, 2019, Trust Programs Committee held a meeting, that Local Planning Committee members attended ex-officio, to respond to the Trust Council resolution. Trust Programs Committee and ex-officio Local Planning Committee members discussed three questions:

1. What is the nature of the climate change emergency within the Trust Area? What are the key local, regional and global factors that required Trust Council make its climate change emergency declaration?
2. What specific land use planning tools and other organizational climate change tools or actions should be adopted by Islands Trust bodies and incorporated into the Trust Council strategic plan?
3. Which Committee should be responsible for ensuring progress on those climate change options that are recommended for adoption?

The Trust Programs Committee and ex-officio Local Planning Committee members identified concerns and topics of interest (see attached meeting notes) but did not identify any specific recommendations to Trust Council. The group did discuss that next steps could include:

1. Circulating a summary of the ideas discussed,
2. Integrating ideas raised on climate into the strategic plan and/or develop a separate climate crisis plan,
3. work with the budget process to determine actions in the context of the Local Planning Services review,
4. consider climate action within the Policy Statement directives checklist,
5. revise speaking notes and/or a as a backgrounder, “Why should I care about climate change” in a way that would support use within Power Point presentations by trustees holding climate change talks,
6. develop a climate emergency communications plan including website presence,

7. consider areas for measurement of emissions to report data on impacts.

On August 7, 2019, the Islands Trust Conservancy Board held a Special Meeting to discuss Trust Council's request. The Board passed the following resolutions and requested that additional information be conveyed to Trust Council (see attached memorandum):

> ***That the Islands Trust Conservancy Board request that Trust Council consider the following as it develops a climate emergency strategy for inclusion in the Strategic Plan:***
> - ***Increased budget for professional advice and mapping;***
> - ***The role of the Islands Trust Conservancy in storage and sequestration of carbon within its Nature Reserves and Covenant Areas and the property management needs associated with this role;***
> - ***Education about the benefits of forest cover;***
> - ***Increase communications resources to promote voluntary conservation options such as NAPTEP; and,***
> - ***Information regarding all current ITC climate change mitigation and adaptation activities.***
>
> ***That the Islands Trust Conservancy Board ask Trust Council to request that the province amend legislation to increase the percentage of the Natural Area Protection Tax Exemption Program (NAPTEP) tax exemption in order to incentivize the protection of forest cover for climate change mitigation and adaptation in the Islands Trust Area.***

The draft 2018-2022 Islands Trust Council Strategic Plan includes strategies that respond to the ideas raised. At this time, more than half of the strategies in the draft 2018-2022 Strategic Plan are related to climate change. These include:

- Map contiguous tracks of the Coastal Douglas fir zone (CDF) and associated ecosystems to aid in protection of that zone and its associated ecosystems.
- Create of a model development permit for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas fir zones throughout the Trust Area.
- Amend legislation to increase the percentage of the Natural Area Protection Tax Exemption Program (NAPTEP) to act as an incentive for the protection of forest cover for climate change mitigation and adaptation in the Islands Trust Area.
- Map the extent of eelgrass and kelp beds throughout the Trust Area.
- 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.
- Develop a regional freshwater management strategy that addresses responsibilities under the Water Sustainability Act, identifies water resources throughout the Trust Area, integrates water resource management into land use decision-making, and accounts for the impacts of climate change on island water resources.
- Map and develop water budgets for groundwater aquifers in the Trust Area.
- Develop Official Community Plan policies and land use regulations using groundwater mapping and water budget data.
- Support and promote water conservation measures such as rainwater catchment and greywater recycling
- Amend the Islands Trust Policy Statement to add climate change mitigation, adaptation and resiliency policies.
- 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.

- Update and amend the Islands Trust Climate Action Plan to include corporate practises and strategic objectives.
- Develop i) a set of climate change, demographic and environmental data and ii) performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaption efforts.
- Develop the capacity to broadcast public meetings of Local Trust Committees, Council Committees and Trust Council.
- Develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area.

**ATTACHMENT(S):**

1. Detailed summary of topics raised at the July 17, 2019 Trust Programs Committee meeting
2. Islands Trust Conservancy memorandum regarding the Trust Council referral for recommendation on responding to climate change emergency declaration.

**FOLLOW-UP:** Staff will implement climate actions in the adopted 2018-2022 Strategic Plan as well as continuing to undertake routine consideration of climate change in recommendations and decisions.

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**Prepared By:** Clare Frater

**Reviewed By/Date:** Russ Hotsenpiller/August 30, 2019
Executive Committee/September 4, 2019

# Meeting Notes from Trust Programs Committee
# Developing a Climate Emergency Strategy for Inclusion in the Strategic Plan
# July 17, 2019

**Question 1: What is the nature of the climate change emergency within the Trust Area? What are the key local, regional and global factors that required Trust Council make its climate change emergency declaration?**

- Saltwater intrusion
- Lower availability of water
- How to develop within water limitations?
- How to function with no/limited water? e.g. public tap/well
- Forest fire risk
    - Concern with Fire Smart practices not being appropriate
- Difficulty of reducing transportation options
- General emergency response issues e.g. one access only to some areas
- Tension re tourism operators using too much water
- Extreme weather
    - wind, heavy rain, drought
- Concern for global impacts
- Dieback of trees – cedar, willow, alder, salal
- Opportunity for sequestration
- Overdevelopment
    - reduction of trees
- Marine environment impacts
    - loss of carbon sinks
- Need to advocate for reduction in slash burning
- Could have a tree planting program
- Species migration corridors
    - Lack of corridors
    - Species at risk
- Private Managed Forest Lands
    - Clearcutting
    - Concerns with replanting
    - Dry conditions
- Food production
    - Lack of water
    - Difficulty for farmers
- Biodiversity
    - Evaluation of human activity on habitat
- Carrying capacity concern
- Natural asset protection
- Loss of BC Hydro power in storms
- Fibre cable
    - Supports work from home which reduces travel emissions
- Governance vacuum on climate issues

    - Rainwater catchment
- Sea level rise
    - Salt water intrusion
- Septic systems
- Drying out of land due to lack of vegetation
- Ocean acidification
    - Sea star die our (virus)
- Invasive species increase
- Difficulty of responding to constituent concerns/expectations
- Constituents reluctant to make behaviour changes
- Concern that existing zoning no longer appropriate for resource availability/ecosystem stress
- Control of subdivisions
- Forestry
- Local contractors
    - Education
    - Triggers to control activities is lacking

**Question 2: What specific land use planning tools and other organizational climate change tools or actions should be adopted by Islands Trust bodies and incorporated into the Trust Council strategic plan**

- How can Islands Trust facilitate quick adoption of bylaws that have been successful in other areas (only 3 top priorities)
- Climate emergency justifies strong policy
    - e.g. request no more commercial forestry in Trust Area
    - Strongly regulate development and development practices
- LTC's could work regionally to expedite projects through efficiencies
- Model bylaws are useful so just local tweaking needed
- Need for data re: ferry ridership
- Need to collate and share best practices
- Use existing toolkits locally by LTC/IM
- Limit development
- Clarity of role of Trustees
- Present progress reports via matrix to promote peer pressure or review top priorities matrix at TC and community education & outreach – dedicated staff person.
- Setback from the sea
    - Trust-wide: vertical and horizontal
- Lack of planner resources/staffing hampers implementation
    - Need for efficiencies/regional approach
- Give Trust Council/EC more power via Policy Statement directive policies
- Limit future fragmentation – subdivision limits (10 acre min)
- Community resiliency (funding available)
- Workshop for Trustees
    - role of public comment in decision making
- Enable non-outraged citizens to have a voice in support of preserve and protect
    - Education kits for proposed bylaws
    - Community consultation

- Use grants to get more resources
- LTCs to consider climate and First Nations implication of applications
    - Implement via standing resolution
- Convene Trustee phone calls re learning on current issues
- Incorporate Traditional Ecological Knowledge
- Communications support for Trustees to host climate change talks (e.g. Power points, speaking notes)
- Information on a variety of engagement methods and stakeholder education (e.g. arborists, realtors, trade schools)
    - Trustee Office Hours
    - Include information on individual actions and reasons for hope
- Cooperate with local conservancies – ITC and other non-profits
- Covenant conversation (secretariat function)
    - Combine education/engagement
    - Help Trustees facilitate meetings
    - Workshops/forums
- Highlight community Innovations
- Green Shores – implement and share education materials

**Question 3: Which Committee should be responsible for ensuring progress on those climate change options that are recommended for adoption?**

- Trustees share information and experiences re climate actions/education strategies for talking in communities
- Measurement of emissions (e.g. PCIS), impacts
    - Water consumption
    - Waste production and type
    - Visitors and population
        - Ferries, float plane, pleasure boats
    - Water budgets
    - Sequestration
    - Transportation emissions
    - Building emissions
    - Fragmentation
    - Species at risk
    - Forestry
    - Agriculture
    - Aquaculture
    - Transitional ecological knowledge indicators
    - Local people's sense of indicators
    - Use of solar energy and heat pumps (money saved)
- Implement CDF toolkit
- Implement RCP
- Work with regional districts for incentives e.g. wood stove
- Educate re building efficiency

## Speaking Notes for Trustees

- Plain language
- Action oriented
- Include negative and positive
- Explain jurisdictions (concept map)
- Climate change will hit islands first
- We need to act first
- We don't have all the information – be humble
- Forest cover, CPF and RCP, conservancy lands
- Mapping eelgrass
    - Minimize footprint
    - Lot coverage

## Frequently Asked Questions

- What does climate change emergency mean?
- How do we know the climate is changing?
- What can we do as
    - Individuals
    - Organization
    - Governmental
- What is Islands Trust changing in response to the climate emergency?
- Questions for trustees to ask?

## Data

- Modelling from PCIS
    - What data do they have?
- Advocate to the Province
- Local indicators

## Learning from others

- What initiatives should we join?
- If we don't join, who speaks for the islands?
- Net-zero zoning
    - Highlands
- First Nations
- Operational emissions
- Why declare an emergency?
    - Political statement on climate crisis
    - Draw attention to the seriousness and urgency of situation
    - Moral duty to act
    - Canada's contribution
        - Per capita and percentage of species
    - Local changes
        - Fire risk, sea level rise
        - Loss of shoreline and low lying aquifers

    - We don’t control global emissions but feel the impacts locally
    - Call to action
    - Local planning vs land use planning
    - nature/place protection planning

## Resources

- TC policies on resource allocation
- TPC or EC to review

## Measuring Progress

- Next Steps
- Summary – circulate
- Strategic Plan and/or Climate Crisis Action Plan
    - CDF and RCP
    - Compile all reports
    - Costs
    - Resources
    - Measurement
    - What will the Trust do less of?
- Budget process
    - LPS review
- Policy statement – directives
- Speaking notes
    - Q&A
- Communications plan – webpage
- measurement

# MEMORANDUM

File No.: 6000-20
Climate Change Emergency

| | |
|---|---|
| DATE OF MEETING: | September 17, 2019 |
| TO: | Trust Council |
| FROM: | Islands Trust Conservancy Board |
| COPY: | Islands Trust Executive Committee |
| | Trust Programs Committee |
| SUBJECT: | Climate Change Emergency, Trust Council referral to Islands Trust Conservancy |

**PURPOSE**

To make recommendations to Trust Council regarding developing a climate emergency strategy for inclusion in the Strategic Plan.

**BACKGROUND**

At its June 2019 meeting, Trust Council passed the following resolution:

> *That the reports on the climate emergency received at Trust Council be referred to the Trust Programs Committee, Local Planning Committee, and the Islands Trust Conservancy and that they be requested to make recommendations to Trust Council with regards to developing a climate emergency strategy for inclusion in the Strategic Plan.*

On August 7, 2019, the Islands Trust Conservancy Board held a Special Meeting to discuss Trust Council's request.

**REFERRAL RESPONSE FOR TRUST COUNCIL**

At its August 7, 2019 Special Meeting, the Islands Trust Conservancy passed the following resolutions:

**ITC-2019-027**
**It was MOVED and SECONDED,**
that the Islands Trust Conservancy Board request that Trust Council consider the following as it develops a climate emergency strategy for inclusion in the Strategic Plan:

- Increased budget for professional advice and mapping;
- The role of the Islands Trust Conservancy in storage and sequestration of carbon within its Nature Reserves and Covenant Areas and the property management needs associated with this role;
- Education about the benefits of forest cover;
- Increase communications resources to promote voluntary conservation options such as NAPTEP; and,
- Information regarding all current ITC climate change mitigation and adaptation activities.

**ITC-2019-028**
**It was MOVED and SECONDED,**
that the Islands Trust Conservancy Board ask Trust Council to request that the province amend legislation to increase the percentage of the Natural Area Protection Tax Exemption Program (NAPTEP) tax exemption in order to incentivize the protection of forest cover for climate change mitigation and adaptation in the Islands Trust Area.

**CURRENT ITC CLIMATE CHANGE ACTIVITIES**

The ITC Board requested that staff outline the current activities that the ITC undertakes to address climate change adaptation and mitigation.

Regional Conservation Plan

The Regional Conservation Plan guides most of the work of the ITC Board. The Regional Conservation Plan includes goals that address the climate change emergency as follows:

*Goal 1: Identify, investigate and communicate about important natural areas to generate action on conservation projects.*

The ITC undertakes and shares mapping to identify areas of high biodiversity priority including:

- Terrestrial Ecosystem Mapping, including identification of forest type and age and sensitive ecosystems
- Shoreline mapping, including eelgrass mapping
- Carbon sequestration and storage mapping of forests
- Modelling of high biodiversity areas including factors of forest age, connectivity, ecosystem representation, rare and sensitive ecosystems and development risk factors

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

The International Union for the Conservation of Nature (IUCN) recognizes that Indigenous Peoples are often the first to feel the effects of climate change. It also recognizes that Indigenous Peoples have evolved with a changing climate over millennia and possess Traditional Ecological Knowledge (TEK) that will be locally and globally valuable. The ITC has recognized a need to strengthen its relationships with First Nations to identify and collaborate on shared conservation goals and has begun to more fully reach out to First Nations in its mapping and research work as well as through its land management program.

*Goal 3: Continue to secure and manage Islands Trust Conservancy lands and conservation covenants to maximize ecological integrity.*

- The ITC uses its high biodiversity mapping to prioritize conservation projects and has introduced information into its requests for decision to identify benefits and risks associated with climate change.
- The ITC manages its lands to maintained biodiversity, including restoring degraded areas through re-establishment of vegetation and management of invasive species.

*Goal 4: Continue to build internal and shared organizational strength and resilience to ensure long-term nature conservation in the Islands Trust Area.*

- The ITC is building its capacity to engage in land conservation through establishment of various funds for land acquisition, management and defense.

- The ITC is beginning to incorporate climate change into communications messaging in news releases, communications materials and signage.

**NEXT STEPS**

The ITC Board, in addition to providing the recommendations to Trust Council noted above, has also passed the following resolution:

> ***ITC-2019-026***
> ***It was MOVED and SECONDED,***
> *That the Islands Trust Conservancy Board direct staff to incorporate the climate change actions as discussed at the meeting of August 7, 2019 into staff work programs and develop budgets as required.*

ITC staff will work to meet this resolution for the October 1, 2019 ITC Board meeting.

| | | |
|---|---|---|
| Submitted By: | Kate Emmings, A/Manager, Islands Trust Conservancy | August 8, 2019 |
| Concurrence: | Clare Frater, Director, Trust Area Services | August 16, 2019 |

**ATTACHMENTS**

None.

# Climate Change and the Islands Trust
# Key Messages

- Islands Trust Council joined governments around the world in declaring a Climate Emergency in March 2019, calling for an urgent response to the threats and costs posed by climate change.

- We believe that our response should prioritize those who are most vulnerable to climate impacts and those most in need of support in transitioning to renewable energy systems.

- The island ecosystems and communities of the Trust Area are particularly vulnerable to the cumulative impacts of climate change, including:

    - **Rising sea levels:** flooding of coastal homes, infrastructure and archeological sites;
    - **Warmer oceans:** disruptions to the marine food web, diseases such as sea star die-off;
    - **More acidic Salish Sea:** weakened shells of oysters, scallops and crabs;
    - **Intense rain:** flooding, loss of food crops, and damaged infrastructure;
    - **Strong windstorms:** damaged trees, increased coastal erosion and power outages;
    - **Droughts**: lower groundwater levels, increased risk of saltwater intrusion to groundwater, greater risk of forest fires; and
    - **Temperature changes:** disruptions to the seasonal timing of plant and animal life cycle events, reduced biodiversity and new invasive species.

- The protection of forests in the Trust Area also has the potential to help mitigate climate change through carbon sequestration. Islands Trust Area forests sequester more than 190,000 tonnes of carbon per year. This equates to emissions from more than 40,000 passenger vehicles per year.

- Our 2018-2022 Strategic Plan and proposed 2020/21 Budget both include a strong commitment to action in the areas of climate change mitigation, adaptation and resilience, including initiatives such as:

    - Developing climate change and environmental indicator data for islands in the Trust Area
    - Amending our Policy Statement, Official Community Plans, Land Use Bylaws to include consideration of climate change
    - Developing a regional freshwater strategy
    - Reviewing foreshore policies and bylaws
    - Mapping eelgrass throughout the Trust Area
    - Developing a climate change focused stewardship education program
    - Striving for carbon neutral operations and virtual meetings

- We know we can't do it alone. The Islands Trust is committed to working together with First Nations, local communities, partner agencies, and other levels of government, to pursue an absolute reduction in greenhouse gas emissions in the Trust Area and to ensure that those most vulnerable to the impacts of climate change have the tools and support to adapt and grow resilient.

# Backgrounder

**Climate Change is Happening**

NASA scientists report that the Earth's average surface temperature in 2018 was the fourth highest in nearly 140 years of record-keeping. The United Nations' Intergovernmental Panel on Climate Change (IPCC - https://www.ipcc.ch/) has determined that prior projections on climate change were conservative and that the Earth is continuing to heat beyond known levels as a result of human caused (also known as anthropogenic) carbon dioxide emissions and the resulting biological feedbacks that increase other greenhouse gasses such as methane and water vapour.

Become more familiar with anthropogenic climate change by exploring scientifically vetted resource such as:

- Canadian Climate Atlas - https://climateatlas.ca/climate-change-basics.
- Callison, C. (2014). *How climate change comes to matter: The communal life of facts*. Duke University Press.
- Climate Communication - https://www.climatecommunication.org/

**Government Action on Climate Change**

The House of Commons of Canada and the Legislature of British Columbia acknowledged the growing crisis of climate breakdown by holding emergency debates following the release of the October 2018 IPCC report. Regional Districts, and the Cities of Vancouver and Victoria have engaged in climate change mitigation and adaptation efforts (See Appendix 1).

**Climate Change in the Islands Trust**

The Islands Trust is already a signatory to the BC Climate Action Charter, committing itself to:

- Being carbon neutral in its corporate operations;
- Measuring and reporting the Trust Area's greenhouse gas emissions;
- Creating complete, compact, more energy efficient communities.

One of the biggest challenges we have around meeting our commitments to this charter is the measuring of carbon dioxide emissions within the trust (See Appendix 2).

Climate change is already visible within the Trust Area in a number of ways including:

- more extreme winter and summer temperatures;
- more extreme dry spells that increase droughts, wildfire, and water sustainability concerns;
- warmer ocean temperatures resulting in species migration changes and shellfish safety warnings;
- more extreme weather events leading to flooding, wind damage, and erosion; and
- sea level rise causing erosion and damage to archaeological sites, structures, and groundwater aquifers.

In the Islands Trust area we need to consider both how we might mitigate and adapt to the changing climate.

- **Mitigations** deal with how we can *reduce the greenhouse gases that are the root cause* of human caused climate changes
- **Adaptations** are behavioral and physical changes we can make in our use of natural resources to *deal with the results* of changing climate.

**Mitigations**

Mitigations in climate change can be undertaken by the Islands Trust by either reducing carbon dioxide emissions or increasing carbon sequestration (the amount of atmospheric carbon fixed into plants or other solid materials). Energy use is a key issue around reducing emissions while maintaining forest cover is important for carbon sequestration. Several resources are available to help us with mitigation efforts such as:

- Plug in BC - https://pluginbc.ca/

- Climate Action to Go Kits - https://www.crd.bc.ca/education/climate-action/at-home/climate-action-to-go-kits
- Efficiency BC - https://betterhomesbc.ca/
- Coastal Douglas Fir Protection Toolkit, another key report from last term. Page 11 has a chart showing the levels of carbon sequestration by island, and pages 20 and 21 make recommendations. Here's a link http://www.islandstrust.bc.ca/media/346674/cdf-toolkit-final-web.pdf

By becoming a carbon neutral organization, the Islands Trust committed to no net increase in greenhouse gas emissions from its *operations*. Carbon neutrality has been achieved since 2012 through three steps:

- Performing an emissions inventory of our operations;
- Implementing an action plan to reduce emissions; and
- Purchasing carbon offsets to counteract emissions that cannot be readily reduced.

Further work is being done in our operations to reduce carbon dioxide emissions by seeking low carbon catering for events and increasing virtual meetings.

Some Islands within the Trust Area have taken various mitigation efforts to date including:

- Improving transportation networks that are low carbon such as bike paths or other trail networks or installing EV stations.
- All local trust committee official community plans contain targets and policies related to GHG emission reduction (Appendix 1 contains actual targets by local trust committees and includes Bowen Island Municipality).
- All staff reports to the local trust committees address GHG emission reduction and climate impacts of new development.

Local Trust Committees have the following tools available for addressing climate change mitigation efforts:

- **GHG Reduction Targets** - Section 473 of the *Local Government Act* – required content for official community plans, inclusion of targets and policies with respect to reducing greenhouse gas emissions.
- **Zoning Authority** – Section 479 of the *Local Government Act*. Could cluster development, protect areas for conservation, limit extent of development, establish building size limits, and prohibit uses that contribute the most to GHG production.
- **Development Permit Area to Promote Energy Conservation** – Section 488(1)(h) of the *Local Government Act*. Can be used to reduce heating and cooling requirements through building siting, systems and landscaping.
- **Development Permit Area to Promote the Reduction of Greenhouse Gas Emissions** - Section 488(1)(j) of the *Local Government Act*.
- **Off-street Parking and Loading Regulations** - Section 525 of the *Local Government Act* – establish parking requirements, electric vehicle and active transportation parking, surfacing and landscaping of parking areas.
- Detailed information on these tools is contained in Appendix 3

**Adaptations**

In the Islands Trust Area, these impacts of climate change include sea level rise, possible salt water intrusion into groundwater aquafer, warmer winters and summers, dryer summers, more intense storm events, and wildfire potential. Adaptations to changes resulting from climate warming include a wide variety of options. Such adaptations could be behavioural (eg. Educating people to reduce food waste and drive less) or structural (eg. Requiring water storage for household and fire suppression use). The Province of B.C. has developed a Climate Change Secretariat to address climate change adaptations and has begun to produce numerous resources for communities to deal with climate change adaptations. These include:

- The overall site of climate change resources - https://www2.gov.bc.ca/gov/content/environment/climate-change
- The climate action toolkit - https://www.toolkit.bc.ca/taking-action/community-wide

Local Trust Committees are being supported in understanding potential adaptations through staff reports. In addition,

the islands of North Pender, South Pender, Galiano, Mayne and Saturna are collaboratively working on a project to assess groundwater and establish water budgets. Tools to support Local Trust Committees in understanding possible adaptations include:

- **Zoning Authority** - Section 479 of the *Local Government Act*. Require setback from the sea and water bodies, building location and size, appropriate uses and density.
- **Runoff Control Bylaw** - Section 523 of the *Local Government Act*. Regulations to address increased rain events.
- **Development Permit Area to Protect Development from Hazardous Conditions** – Section 488(1)(b) of the *Local Government Act*. Flood plain regulations along foreshore, rivers and lakes. Tree and vegetation retention in areas prone to land slip.
- **Development Permit Area to Promote Energy Conservation** - Section 488(1)(h) of the *Local Government Act*. Siting, landscaping and features for new development.
- **Development Permit Area to Promote Water Conservation** – Section 488(1)(i) of the *Local Government Act*. Water collection and storage, landscaping.
- **Flood Plain Regulations** – Section 425 of the Local Government Act – protect development in areas subject to flooding.
- Detailed information on these tools is contained in Attachment 4.

**Issues and Opportunities**

- ***Limited data on changes in island-based carbon contributions***. Generally, the Islands of the Trust Area lack accurate community energy and emissions Inventory information which limits our ability to accurately measure how emissions programing is reducing carbon levels. However, in the absence of accurate data to measure change we can use logic to make decisions. The field of research has provided enough data now on effective solutions that we can feel confident that adopting some of these options leads to solid change.
- ***Trust Policy versus Local Trust Committee activity***. There are discrepancies between what the whole Trust Council agrees to within the Policy Statement, what individual LTCs have said in their Official Community Plans, what is actually seen in the current Land Use Bylaws around issues of climate change, and what variances are being allowed from the OCPs. As leaders in our communities we need to understand the issues deeply so that we make consistent decisions across these scales of work. We should consider what model bylaws might be beneficial for *all* LTCs to adopt and work to do so in a timely fashion.
- ***Climate action engagement strategy.*** In our own communities, how might we work with organizations to enact changes and foster new ideas. Education around key aspects within the Trust's mandate are critical to ensuring climate action is undertaken in the Trust Area. This could be guided with short briefs that could be collaboratively drafted by Trustees and staff to inform the Trustees and be passed on to community members in appropriate venues. For example, it would be good to have a brief on why not to cut mature trees or why protection of eel grass is critical. This could be work that the climate action working group could engage in.

**Appendix 1: Lessons from Others in our Region**

***Vancouver***

The city of Vancouver has done a number of things around climate change which are detailed in their report:

- Summary (https://vancouver.ca/green-vancouver/climate-emergency-response.aspx)
- Full report (https://council.vancouver.ca/20190424/documents/cfsc1.pdf)

Their 6 big moves are:

1. Walkable complete communities - By 2030, 90% of people live within an easy walk and roll of their daily needs.
2. Safe and convenient active transportation and transit - By 2030, two thirds of trips in Vancouver will be by active transportation and transit.
3. Pollution free cars, trucks and buses - By 2030, 50% of the kilometres driven on Vancouver's roads will be by zero emissions vehicles.
4. Zero emission space and water heating - By 2025, all new and replacement heating and hot water systems will be zero emissions.
5. Lower carbon construction - By 2030, the embodied emissions from new buildings and construction projects will be reduced by 40% compared to a 2018 baseline.
6. Restored forests and coast - By fall 2020, to develop "negative emission" targets that can be achieved by restoring forest and coastal ecosystems.

***Examples from the 53 accelerated actions*** listed in the full report (https://council.vancouver.ca/20190424/documents/cfsc1.pdf) which might be helpful examples for the Islands Trust context include:

- Item 5: Zero Emissions Building Standards Accelerate the implementation of the Zero Emissions Building Plan.
    - Reducing concrete in buildings and shifting to low carbon concrete
- Item 7: Active Transportation and Transit Infrastructure Accelerate the development of infrastructure to make it easier to choose walking, cycling and transit.
    - Trail networks for alternative transportation
- Item 8: Transportation Demand Management Enhanced transportation demand management to support walking, cycling and transit.
    - EV parking requirements, charging stations as part of new development
- Item 12: Solid Waste Reduce solid waste and use it to reduce fossil fuel use.
    - Composting to reduce food waste in local areas
- Item 14: City Leadership Updating the City's Green Operations Plan to reflect the urgency of the climate emergency.
    - Virtual meetings
    - Providing digital ways for public to "visit" with staff
- Item 15: Intergovernmental Relations and Community Engagement
    - Community and partner engagement

Other ***key structural changes*** suggested in Vancouver that might be helpful in the Islands Trust context are:

- Climate action engagement strategy – work with organizations in community to enact changes and foster new ideas, also allows for community education work
- Climate action working group – to be more flexible, and nimble with this work

***Victoria***

https://www.victoria.ca/EN/main/residents/climate-change/climate-action.html

***Capital Regional District***
https://www.crd.bc.ca/project/climate-action

***Regional District of Nanaimo***
https://www.rdn.bc.ca/action-on-climate-change

***Sunshine Coast Regional District***
https://www.scrd.ca/Climate--Energy

***Cowichan Valley Regional District***
https://www.cvrd.bc.ca/2101/Climate-Change

**Appendix 2: Greenhouse Gas Emission targets for Local Trust Committee and Bowen Island Municipality - from Climate Change Emergency Declaration Briefing provided to Trust Council in June 2019.**

For its 2008-2011 term, Council adopted a Strategic Plan that includes Green House Gas reduction as a major objective. Through 2009 local trust committees and Bowen Island Municipality received advice on policy options from planners, undertook community and stakeholder consultation and engagement, and undertook formal bylaw process, including information meetings, referrals, readings, and public hearings.

Every Official Community Plan in the Islands Trust Area (except Piers Island) includes targets to reduce greenhouse gas emissions and policies and actions to achieve these targets. The targets and objectives are generally to be achieved by actions resulting from individual and community initiatives, the actions of other levels of government, technological changes, and changes to land use policies and regulations.

- Additional background information is available on the Islands Trust climate change page: http://www.islandstrust.bc.ca/trust-council/projects/climate-change/
- The Trust's carbon neutral reports are posted to: http://www.islandstrust.bc.ca/trust-council/projects/climate-change/carbon-neutral-operations/

| Local Trust Committee/ Island Municipality | Reduction By 2015 | Reduction By 2020 | Reduction By 2050 | Notes |
|---|---|---|---|---|
| Bowen Island Municipality | - | 33% | 80% | Reduction over 2007 emissions |
| Ballenas-Winchelsea | - | 50% | 50% | Below per Canadian per capita for 2020/2050 |
| Gabriola | - | 33% | 85% | Reduction over 2007 emissions |
| Mudge | - | 50% | 50% | Below per Canadian per capita for 2020/2050 |
| DeCourcy | - | 50% | 50% | Below per Canadian per capita for 2020/2050 |
| Galiano | - | 33% | - | Reduction over 2007 emissions |
| Gambier | - | 33% | 85% | Reduction over 2007 emissions |
| Associated | - | 20% | 85% | Reduction over 2007 emissions |
| Keats | - | 33% | 85% | Reduction over 2007 emissions |
| Denman | - | 33% | 85% | Reduction over 2007 emissions |
| Hornby | - | 25% | 80% | Reduction over 2007 emissions |
| Lasqueti | - | 50% | 50% | Below per Canadian per capita for 2020/2050 |
| Mayne | - | 33% | - | Reduction over 2007 emissions |
| North Pender | - | 33% | - | Reduction over 2007 emissions |
| Associated | - | 50% | 50% | Below per Canadian per capita for 2020/2050 |
| Saturna | - | 33% | - | Reduction over 2007 emissions |
| SSI | 15% | 40% | 85% | Reduction over 2007 emissions |
| Piers | - | - | - | Bylaw is not compliant |
| South Pender | - | 33% | - | Reduction over 2007 emissions |
| Thetis | - | 33% | 85% | Reduction over 2007 emissions |
| Associated | - | - | - | Bylaw contains no targets |
| Valdes | - | 50% | 50% | Below per Canadian per capita for 2020/2050 |

**Appendix 3: Mitigation Tools from Climate Change Emergency Declaration Briefing provided to Trust Council in June 2019.**

**Climate Change Mitigation Tools**

Climate change mitigation involves actions that reduce greenhouse gas emissions (GHGs). In the local trust areas the main source of GHGs is combustion from transportation and combustion from heating and cooling buildings. Therefore, any policies and regulations that reduce the need for transportation, or reduce the need for heating or cooling of buildings will help in reducing GHGs.

The Province committed to providing the Community Energy and Emissions Inventory (CEEI) for local governments. For the Islands Trust area there is very little data available. The only metric is residential heating using wood, propane or oil (and this is withheld for Lasqueti and Gambier LTAs). There are no metrics available for transportation or any other source of GHG emissions. The last year CEEI reports were undertaken was 2012. As a result we currently do not have metrics to measure progress towards targets in OCPs. Bowen Island Municipality has Community Energy and Emission Inventories (starting on page 40 of this linked document https://bowenisland.civicweb.net/document/118760).

Local trust committees and Bowen Island Municipality have the following tools available to them to reduce GHGs:

- **GHG Reduction Targets** - Section 473 of the *Local Government Act* – required content for official community plans, inclusion of targets and policies with respect to reducing greenhouse gas emissions.
- **Zoning Authority** – Section 479 of the *Local Government Act*.
- **Development Permit Area to Promote Energy Conservation** – Section 488(1)(h) of the *Local Government Act*.
- **Development Permit Area to Promote the Reduction of Greenhouse Gas Emissions** - Section 488(1)(j) of the *Local Government Act*.

Local trust committees and Bowen Island Municipality could undertake the following to mitigate climate change.

1. **Enact existing Official Community Plan policies** for the mitigation of climate change that are already in the official community plans but have not yet been acted on (Appendix 2 contains a list of these policies).

2. **Update official community plans** to ensure the mandatory GHG reduction targets and policies are relevant and up to date; Galiano Island, Mayne Island, North Pender Island, South Pender Island and Saturna Island local trust committees have targets for GHG reduction set for 2020 with no targets for any future dates, and as such those targets will be out of date next year. The Salt Spring Island Local Trust Committee has not adopted any targets or policies for the Piers Island OCP. The Thetis Associated Islands OCP contains objectives and policies but no targets. While the Islands Trust has very limited metrics to measure progress, the requirement to have targets and policies in official community plans is mandatory under s. 473 of the *Local Government Act*. These official community plans should be updated within the next year to ensure they remain compliant with required content for an official community plan, and to address targets and polices for GHG reduction. Other local trust committees should review their targets and policies for relevance to current conditions.

3. **Use the zoning authority under s. 479 of the *Local Government Act* to cluster development** and move away from large lots to small compact "villages". This can be accomplished through OCP policies to

require this kind of development, rezoning appropriately by increasing density in appropriate locations and reducing in other locations and density transfer to move density to appropriate areas. Some local trust committees already have some form of this in their OCPs. Salt Spring and Gabriola have density transfer that has seen some significant land use changes. While these were not specifically created to address climate change mitigation, they can be effective in changing the land use pattern to one that is more sustainable and reduces the need for transportation.

4. **Use the climate change development permit areas to reduce the heating and cooling requirements for buildings**. To improve building energy efficiency, land use planning can require landscaping and orientation of buildings in a way to maximize sun in winter and shade in summer. This would be done through a development permit area (DPA), with the justification and objectives in the Official Community Plan and the guidelines in the Land Use Bylaw. Local trust committees and Bowen Island Municipality may use DPAs to reduce GHG emissions and for energy conservation under s. 488 of the *Local Government Act*. Using these DPAs, local trust committees and Bowen Island Municipality may establish guidelines around landscaping, siting of buildings and structures, form and exterior design of buildings and structures, machinery, equipment and systems external to buildings or structures. The DPA may also place restrictions on type and placement of trees and other vegetation in proximity to buildings and structures to provide for energy conservation and reduction of GHGs.

**Appendix 4: Adaptation Tools from Climate Change Emergency Declaration Briefing provided to Trust Council in June 2019.**

## A. Climate Change Adaptation Tools:

Climate change adaptation involves adapting communities to the anticipated effects of climate change. In the Islands Trust area, these effects include sea-level rise, longer periods of drought, more intense storm events, wildfires, warmer summers and warmer winters, and ecosystem changes which may impact plant and animal species.

Local trust committees and Bowen Island Municipality have the following tools available to them to adapt to climate change:

- **Zoning Authority** - Section 479 of the *Local Government Act*.
- **Runoff Control Bylaw** - Section 523 of the *Local Government Act*.
- **Development Permit Area to Protect Development from Hazardous Conditions** – Section 488(1)(b) of the *Local Government Act*.
- **Development Permit Area to Promote Energy Conservation** - Section 488(1)(h) of the *Local Government Act*.
- **Development Permit Area to Promote Water Conservation** – Section 488(1)(i) of the *Local Government Act*.

Local trust committees and Bowen Island Municipality could undertake the following to adapt their communities to the effects of climate change:

1. **Sea Level Rise Adaptation Tools**
   The Provincial government has established an expected sea-level rise in the Victoria area of 3.1 cm/50 years.

   The Provincial (Subdivision) Approving Officer is currently requiring at time of subdivision a covenant for a 15 metres setback and 1.5 metres above the current high high water mark for any buildings or structures. This approach by the Provincial Approving Officer is a broad-brush approach to adapting to climate change and does not consider site specific conditions. Before initiating adaptation measures local trust committees and Bowen Island Municipality should have an understanding of the local situation.

   a) **Undertake mapping of sea-level rise** on the islands to provide information to assist with developing policies and regulations to adapt to sea-level rise.

   b) **Enact zoning regulations under s.479 of the *Local Government Act* and flood level regulations under s. 524 of the *Local Government Act*.** Using these provisions, local trust committees and Bowen Island Municipality may enact regulations to require setbacks for buildings and structures from the future anticipated natural boundary of the sea, as well as establish a minimum elevation for buildings and structures above the anticipated future elevation of the sea. Local trust committees and Bowen Island Municipality could make exceptions for structures that are designed to be moved (not on permanent foundation). Notwithstanding, the Provincial Approving Officer will continue to have independent authority to establish different requirements.

2. **Longer Periods of Drought Adaptation Tools**
   Islands Trust Staff currently has little information on groundwater such as the effects of climate change on recharge and capacity of the aquifers to provide water. Research and mapping of

aquifers would allow local trust committees to develop policies and regulations that reflect the capacity of the aquifers including anticipated climate change effects. Water storage and alternative water supplies could be considered. Means to reduce water consumption includes using development permit areas for water conservation, requiring drought tolerant planting, and requiring features to reduce water use.

a) **Undertake research and mapping of aquifers, develop water consumption budgets, and identify salt water intrusion risks**, based on expected climate change effects. This work would then inform the land use planning for future development on the islands. This work is already underway for some islands, and staff is working with the Ministry of Forest, Lands, Natural Resource Operations and Rural Development to undertake a robust salt water intrusion risk assessment and mapping for the Islands Trust area.

b) **Update policies and regulations to align their development potential** – through land use and density provisions – with the anticipated capacity of the aquifers.

c) **Use the climate change development permit areas under s. 488 of the *Local Government Act* to promote water conservation.** Local trust committees and Bowen Island Municipality could establish goals, objectives and guidelines related to landscaping; siting of buildings and structures; form of exterior design of buildings and structures; specific features in the development; and machinery, equipment and systems external to buildings and structures to promote water conservation. The guidelines may restrict the type and placement of trees and other vegetation in proximity to buildings and structures in order to provide for water conservation.

4. **More Intense Storms Adaptation Tools**

Climate change is expected to result in more intense storm events, with higher winds and heavier rain than in the past.

a) **Develop runoff control bylaws** under s. 523 to deal with anticipated flood and runoff from storm events.

b) **Establish development permit areas for the protection of development from hazard conditions** under s. 488 of the *Local Government Act*. Under this development permit area, local trust committees and Bowen Island Municipality could establish areas subject to flooding and require they remain free from development except development may be permitted in accordance with the guidelines. These requirements may vary use and density but only as it relates to health, safety or protection of property from damage. The legislation also allows the local trust committee and Bowen Island Municipality to require a professional report at the applicant's expense to help with determining appropriate development permit conditions.

5. **Wildfire Adaptation Tools**

As climate change results in hotter and longer dryer periods during the summer months, the risk of wildfires on the islands increases. Most islands have a wildfire plan prepared by the fire district or regional district.

a) **Establish development permit areas for the protection of development from hazard conditions** under s. 488 of the *Local Government Act*. Under this development permit area, local trust committees and Bowen Island Municipality could establish areas at risk to wildfires and include requirements respecting the character of development, including landscaping, and the siting,

form, exterior design and finish of buildings and other structures, and establish restrictions on the type and placement of trees and other vegetation in proximity to the development. These requirements may vary use and density but only as it relates to health, safety or protection of property from damage. The legislation also allows the local trust committee and Bowen Island Municipality to require a professional report at the applicant's expense to help with determining appropriate development permit conditions.

6. **Warmer Summers and Warmer Winters Adaptation Tools**
Climate change is expected to lead to our summers and winters becoming warmer.

a) **Establish development permit areas for energy conservation** under s. 488 of the *Local Government Act* to require that the exterior form and design of buildings, and other specific features of the development, reduce the need for energy in summer and winter. Local trust committees and Bowen Island Municipality could establish goals, objective and guidelines related to landscaping; siting of buildings and structures; form of exterior design of buildings and structures; specific features in the development; and machinery, equipment and systems external to buildings and structures to promote energy conservation. The guidelines may restrict the type and placement of trees and other vegetation in proximity to buildings and structures in order to provide for energy conservation.

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | **Trust Council** | **For the Meeting of:** | December 5, 2023 |
| **From:** | **Trust Area Services** | **Date Prepared:** | November 9, 2023 |
| **SUBJECT:** | **Wildfire Prevention Resources** | | |

**PURPOSE:** To provide Trust Council with an update that Trust Programs Committee (TPC) will be posting to the Islands Trust website a table of wildfire prevention resources for property owners, and requests additional input from other Trust Council members prior to posting.

**BACKGROUND:** At its November 2023 meeting, Trust Programs Committee passed the following resolution:

> **That Trust Programs Committee request staff to bring the list of wildfire prevention material (Table 1 of the agenda) to Trust Council's December meeting for discussion as an on-line stewardship education resource to be posted on the Islands Trust website in February, 2024.**

As per this resolution, Islands Trust staff has appended the proposed list of wildfire prevention materials (Table 1) to be posted to the website for input by Trust Council. The list includes wildfire prevention materials already suggested by trustees. A number of resources suggested by trustees are not included as they are not intended for a property owner audience (e.g., materials from the BC Forest Practices Review Board[1]).

Staff have also been requested by TPC to explore organizing a webinar on wildfire prevention to highlight best practices from within the Islands for what property owners can do.

**ATTACHMENTS:**

Table 1: Wildfire Prevention Resources for Property Owners in the Islands Trust Area

**FOLLOW-UP:**

Staff will post the on-line resources once it has received input from Trust Council.

**Prepared By:** Mary Storzer, Senior Policy Advisor

**Reviewed By/Date:** Clare Frater, November 15, 2023

[1] https://www.bcfpb.ca/wp-content/uploads/2023/07/SR61-LFM-Technical-Report-web.pdf; https://www.bcfpb.ca/wp-content/uploads/2023/06/SR61-Landscape-Fire-Management.pdf; and webinar https://www.youtube.com/@BCWildlifeFederation

| TABLE 1 - Wildfire Prevention Resources for Property Owners in the Islands Trust Area | | | |
|---|---|---|---|
| ***Topic*** | ***Agency*** | ***Resource*** | ***Overview and Links*** |
| BC - FireSmart | BC FireSmart Committee | Website resources | Resources to support property owners: home guide, 1 hour course, FireSmart tips, self-assessment tool: https://firesmartbc.ca/; https://firesmartbc.ca/resource-types/assessments/ |
| BC - General tips | BC Government | Website resources | Tips for getting ready for a wildfire including tips for a property owner: https://www2.gov.bc.ca/gov/content/safety/emergency-management/preparedbc/know-your-hazards/wildfires/before-wildfire |
| Living with Wildfire | Coastal Douglas Fir and Associated Ecosystem Conservation Partnership | Upcoming webinar (Nov 16) | BC Wildfire Services will share information on how the condition of the forest can influence how fire behaves and how BC Wildfire Service using maps of fuel type to predict how a fire may move across the landscape under certain environmental conditions. And Ministry of Forests will share information on projects to increase carbon stored within our forest including the lessons they have learned re when to plant and when not to: https://www.cdfcp.ca/webinars/ |
| CRD - FireSmart & Wildfires | CRD | Website resources | Resources to prepare yourself for wildfire: https://www.crd.bc.ca/prepare-yourself/hazards-in-our-region/wildland-fires<br>Free FireSmart Home Assessments are offered: https://www.crd.bc.ca/service/fire-and-emergency-programs/fire-protection/firesmart |
| | | Wildfire Exposure Maps | CRD and Islands Trust produced these wildfire exposure maps for Salt Spring Island, Galiano, Mayne, Pender and Saturna. They aim to support and help prioritize wildfire prevention and mitigation efforts across a variety of land ownership classes: https://www.crd.bc.ca/about/news/article/2023/10/03/crd-electoral-area-wildfire-exposure-maps-show-risk |
| | | Webinar and Round-table | Local experts discuss the risks with community members and what can be done today to prepare:<br>• Southern Gulf Islands on Fire Webinar and Community Roundtable (~1.5 hour) https://www.youtube.com/watch?v=KcPx5x6AnG0&t=108s<br>• Salt Spring on Fire Webinar and Community Roundtable (~1.5 hour) https://www.youtube.com/watch?v=7DVh5DwfttU |
| | | Webinar | Living with Wildfire in the Southern Gulf Islands (~1.5 hour) discusses how to prepare yourself and home for wildfire, includes presenters from CRD and Parks Canada: https://www.youtube.com/watch?v=1DZ3ijg-CSo |
| | | Evacuation Guides | These guides for Salt Spring, Galiano, Mayne, Pender, Saturna Islands and the General Electoral Area provide an overview of key emergency safety information: https://www.crd.bc.ca/service/fire-and-emergency-programs/ssi-emergency-program |

| TABLE 1 - Wildfire Prevention Resources for Property Owners in the Islands Trust Area | | | |
|---|---|---|---|
| ***Topic*** | ***Agency*** | ***Resource*** | ***Overview and Links*** |
| | | | https://www.crd.bc.ca/service/fire-and-emergency-programs/sgi-emergency-program |
| | | Wildfire Resiliency Plans | Examines wildfire risk and makes expert recommendations to help build FireSmart communities:<br>• Southern Gulf Islands:<br>○ At-a-Glance Plan - https://www.crd.bc.ca/docs/default-source/emergency-pdf/community-wildfire-resiliency-plan-for-southern-gulf-islands-electoral-area-capital-regional-district.pdf?sfvrsn=815851ce_4<br>○ Full Report - https://www.crd.bc.ca/docs/default-source/emergency-pdf/community-wildfire-resiliency-plan-for-southern-gulf-islands-electoral-area-capital-regional-district.pdf?sfvrsn=815851ce_4<br>• Salt Spring Island:<br>○ At-a-Glance - https://www.crd.bc.ca/docs/default-source/emergency-pdf/saltspringisland-wildfire-ataglance.pdf?sfvrsn=302c28ce_4<br>○ Full Report - https://www.crd.bc.ca/docs/default-source/emergency-pdf/community-wildfire-resiliency-plan-for-salt-spring-island-electoral-area-capital-regional-district.pdf?sfvrsn=b15851ce_5 |
| Fire Risk Reduction in Coastal Douglas-fir Bio-geoclimatic Zone | Transition Salt Spring | Working Recording | Online Practitioner's Workshop (~5hr). The event brought together over seventy participants, including regional Fire Smart Coordinators, Fire Rescue, BC Wildfire Services, forest managers, and experts working in the CDF Zone to discuss fire risk challenges unique to this area. They identified potential strategies to address these challenges under the current land management realities and limitations: https://transitionsaltspring.com/fire-risk-video/ |
| Healthy Forests and Fire Risk | Transition Salt Spring | Webinar | Why Healthy Forests Matter in Reducing Fire and Drought Risk (~1.5hr) provides insights into sustainable forest management practices in the context of climate change and how homeowners can enhance the state of forests. At 43:38, discussion on what property owners can do, FireSmart and forest management: https://transitionsaltspring.com/why-healthy-forests-matter-video/ |
| Pender Island Wildfire | Pender Island Emergency Program | Facebook page | Pender Island Emergency Program Facebook page has up-to-date information on emergency preparedness, response and recovery specific to Pender Island: https://www.facebook.com/PenderIslandEmergencyProgram/ |
| | | Website resources | BIM's firesmart page: https://bowenislandmunicipality.ca/services/bowen-island-fire-rescue/fire-smart/ |

| TABLE 1 - Wildfire Prevention Resources for Property Owners in the Islands Trust Area | | | |
|---|---|---|---|
| ***Topic*** | ***Agency*** | ***Resource*** | ***Overview and Links*** |
| Bowen Island Wildfire | Bowen Island Municipality (BIM) | Brochure | Identifies steps and principles of wildfire hazard mitigation specific to coastal BC ecosystem. Links to other FireSmart materials: https://bowenisland.civicweb.net/document/238196/ |
| | | Wildfire Resiliency Plan | The Community Wildfire Resiliency Plan provides BIM with an action plan that can be used to guide the improvement and/or development of municipal planning and processes. Page 64 has a map of Bowen wildfire threat levels: https://bowenisland.civicweb.net/document/288989/ |
| Gambier Island Fire Protection | Gambier Fire Equipment Group | Website resources | Gambier Fire Equipment Group page: https://www.gambierisland.org/Fire%20Protection.htm |
| Gabriola Island Wildfire | Regional District of Nanaimo | Wildfire Resiliency Plan | 2022 Community Wildfire Resiliency Plan for Electoral Area B (Gabriola) examines wildfire risk in the wildland-urban interface (WUI) of these communities and makes recommendations for the RDN to help build towards FireSmart communities on the islands: https://www.rdn.bc.ca/sites/default/files/inline-files/Community%20Wildfire%20Resiliency%20Plan%20for%20Electoral%20Area%20B%20-%20May%202022_compressed_2.pdf |
| Comox Valley Regional District Wildfires | Comox Valley Regional District | Website resources | Provides information about what to do before, during, and after a wildfire: https://www.comoxvalleyrd.ca/firesmart https://www.comoxvalleyrd.ca/services/emergency-management/know-hazards/wildfires Describes a wildfire emergency practice exercise on Denman Island: https://www.comoxvalleyrd.ca/projects-initiatives/past-current-projects/denman-island-wildfire-emergency-exercise |
| | | Evacuation Guides | Provides evacuation guidelines for Denman and Hornby Islands: https://www.comoxvalleyrd.ca/services/emergency-management/emergency-plans-guidelines |
| Westbank First Nation practices | The Discourse | Newspaper article | "Indigenous practices are the future and past of wildfire prevention" discusses wildfire mitigation efforts in the Westbank First Nation Community Forest: https://thediscourse.ca/okanagan/wildfire-prevention-westbank-first-nation-community-forest |
| Home Wildfire Prevention | U.S. National Interagency Fire Centre | Video | U.S. resource. Harden Your Home Wildfire Prevention (2min) describes ways to reduce flammable material around homes and communities before a fire occurs to keep property and firefighters safe. https://www.youtube.com/watch?v=etzzPiUxRS0 |

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | Trust Council | **For the Meeting of:** | December 5, 2023 |
| **From:** | Trust Programs Committee/Regional Planning Committee | **Date Prepared:** | November 15, 2023 |

**SUBJECT:** **Montreal Pledge COP15 Biodiversity Framework and potential impacts for the work of the Islands Trust**

**PURPOSE:** To share the thinking of the Trust Programs Committee/Regional Planning Committee working group considering how the Montreal Charter on Biodiversity impacts the work of the Islands Trust. This briefing was written by a joint working group of TPC and RPC, which was comprised of Trustees Alex Allen, Tobi Elliott, Sue Ellen Fast and Laura Patrick, and provincially-appointed Trustee Risa Smith, and was reviewed by Trust Program Committee. It was added to the Regional Planning Committee agenda in November but the committee ran out of time to consider it and deferred to the next meeting.

**BACKGROUND:** The COP15 to the UN Convention on Biological Diversity (CBD) in Montréal brought together governments from around the world who agreed after much debate to "a historic global framework to safeguard nature and halt and reverse biodiversity loss, putting nature on a path to recovery by 2050." The K-M Global biodiversity framework consists of four goals and 23 targets to be achieved by 2030, which include:

- Protect 30% of Earth's lands, oceans, coastal areas, inland waters;
- Reduce by $500 billion annual harmful government subsidies;
- Cut food waste in half

Trust Council passed a motion responding to a delegation from the Gulf Island Alliance to "consider how the Montréal Charter on biodiversity impacts the work of the Islands Trust and share their thinking with Trust Council." Four Trustees volunteered to consider and share their thoughts (Allen, Elliott, Fast and Patrick). They were joined by ITC Chair Risa Smith via Zoom in October to discuss the warrants of the Montréal Pledge and its relation to Islands Trust. There wasn't consensus regarding the pledge and its relevance to the Islands Trust, and it was agreed that each would contribute their thoughts individually. Trustee Elliot compiled them into this document, edits were made, and here it is for consideration of Trust Council.

The K-M Global biodiversity framework consists of 23 targets which "aim to catalyze, enable and galvanize urgent and transformative action by Governments, subnational and local governments, and with the involvement of all society to halt and reverse biodiversity loss". The Islands Trust, with its unique 'preserve and protect 'mandate, is well positioned to act on components of this framework.

**Target 1: Spatial Planning**
*Ensure that all areas are under participatory integrated biodiversity inclusive spatial planning and/or effective management processes addressing land and sea use change, to bring the loss of areas of high*

*biodiversity importance, including ecosystems of high ecological integrity, close to zero by 2030, while respecting the rights of indigenous peoples and local communities.*

At least three members of our working group agreed that Target 1 seems most applicable to the Islands Trust. The Islands Trust has already recognized that it needs better spatial planning tools, as have local governments in B.C., Canada and globally. Integrated spatial planning is at the heart of "revealing pathways to achievement of multiple nature- based goals at once", which is what the Islands Trust attempts to do in all of land use planning decisions.

Ensuring our natural habitats are more resilient to the changes that are happening, and can adapt to the changes happening in the near future, requires frequently-updated maps and data that include cumulative impacts and disturbances. Dynamic information is needed now to address the pressures of biodiversity loss and climate change, as well as static information, so that the web of life on the islands can continue to support people and wildlife thriving in the ecosystems we share. Target 1 is a fundamental requirement for strengthened decision-making, better coordination across sectors and increased recognition of nature's pivotal role in addressing the planetary crisis.

Potential Actions:
Several tools have been developed to help with implementation of Target 1, which may be relevant to the Islands Trust. The Integrated Spatial Planning Workbook (December 2022) by the UN Development Program and the Global Environment Facility may be useful. Google Earth has been developing map-based tools, at a 10-metre resolution, that support local governments in spatial planning, such as "Dynamic World". Further work on how staff could become trained and make use of google earth products and other tools for spatial planning would be needed. Investments in this type of training would allow us to produce improved maps to support land use planning in the trust area, to support regional planning and conservancy work. We also should be able to work with other agencies 'regional mapping tools, such as the CRD's Atlas.

One example of how new spatial planning tools are being used in the Átl'ka7tsem/Howe Sound Biosphere Region (which Trust Council supports through the Secretariat function) can be seen with the Wildlife Connectivity project. This collaboration between the Squamish Environment Society (SES), and the Átl'ka7tsem/Howe Sound Biosphere Region Initiative, with Sḵwx̱ wú7mesh Úxwumixw (Squamish Nation) as a partner, will identify areas that could be protected as habitat connectivity corridors. See article (easy to read): https://www.squamishchief.com/in-the-community/creating-connections-helping-wildlife-and-people-thrive-in-the-sea-to-sky-5867911

Bowen Island Conservancy is looking at some of these new dynamic spatial planning tools too. A first step for Islands Trust might be to ask Murray Journeay (quoted in the article above) to lead or suggest someone to lead a webinar for island conservancies and other organizations who protect places on the islands. Trust Programs Committee could explore this as a stewardship-related workshop, and the Regional Planning Committee could explore the implications to improve spatial data used in its land use planning and mapping.

Salt Spring Island LTC, working in cooperation with UBC's Forest and Conservation Sciences Department, created a GIS-based relational mapping tool using multiple layers including LiDAR. This tool could assist decision makers in many ways, for example, which part of a land parcel was most important to preserve contiguous forests. However, the tool has disappeared.

**Target 3: 30 x 30 Pledge**

*Ensure and enable that by 2030 at least 30 per cent of terrestrial, inland water, and coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem functions and services, are effectively conserved and managed through ecologically representative, well-connected and equitably governed systems of protected areas and other effective area-based conservation measures, recognizing indigenous and traditional territories, where applicable, and integrated into wider landscapes, seascapes and the ocean, while ensuring that any sustainable use, where appropriate in such areas, is fully consistent with conservation outcomes, recognizing and respecting the rights of indigenous peoples and local communities including over their traditional territories.*

Much attention has focused on Target 3, in which signatories pledge to protect 30% of land, inland waters and marine areas, and to restore 30% of the planet's degraded terrestrial, inland water, coastal and marine ecosystems by 2030. This target seems most applicable to the Islands Trust Conservancy's work, and for the Islands Trust's work in cooperation with local conservancies and not-for-profits.

Table 1 contains percentage of protected area using 2019 data:
https://islandstrust.bc.ca/conservancy/conservation-planning/achievements/

| **Local Trust Area** | **Protected Area (ha)** | **% of area protected** |
|---|---|---|
| Ballenas-Winchelsea Islands | 64.14 | 19.91 |
| Bowen Island | 1085.88 | 21.49 |
| Denman Island | 1271.7 | 24.68 |
| Gabriola Island | 701.58 | 12.06 |
| Galiano Island | 1472.05 | 24.39 |
| Gambier/Keats | 1628.67 | 16.59 |
| Hornby Island | 699.85 | 23.48 |
| Lasqueti Island | 989.16 | 13.44 |
| Mayne Island | 196.85 | 8.31 |
| North Pender | 1026.2 | 19.58 |
| Salt Spring Island | 4466.79 | 22.70 |
| Saturna Island | 1641.39 | 45.97 |
| South Pender Island | 293.88 | 32.16 |
| Thetis Island | 192.43 | 3.96 |
| **Total** | **15730.51** | **19.55** |

*Potential Action*

One way the Islands Trust could participate in this work is exploring participating in the newly-launched Municipal Protected Areas Project (MPAP). The project aims to work "with local governments to encourage contributions to the 30 by 30 target and increase protection for natural areas in BC and across Canada." Their goal is to increase the registration of nature reserves and conservation covenants in the Canadian Protected and Conserved Areas Database (CPCAD) by assessing and registering municipal lands in the database at no cost.

The project has just started, with a webinar for municipal staff and a brief introduction at the Howe Sound Community Forum in October 2023 (no website yet). Since the project aims to do the work to register protected properties that meet the criteria, staff resources required may be minimal. Participating in this national project will help ensure that Islands Trust is well positioned to seek future support and resources. Contact Andrew Banks: conservation@bcnature.ca

The Islands Trust could also explore, develop and implement planning-based incentives to drive further participation in conserving land, contributing further to 30 x 30.

**A Dissenting View**

One member of our working group disagreed that the K-M Biodiversity framework is applicable to the Islands Trust. The following contribution outlines some of the potential ethical issues underlying the framework's goals, and outline the structural issues that may result from the Islands Trust taking on work that may be beyond its scope, capacity or mandate:

First, this comes from a delegation, which has resulted in Trust Council apparently responding immediately by passing some lofty motion that is beyond our jurisdiction or capacity. Secondly, the pledge is about cities taking 15 actions, not islands or small rural communities. In the host's words, "COP15 was a crucial opportunity that we seized to engage the world's cities in concrete actions to protect biodiversity." Canadian cities that signed the pledge include: Laval, Quebec, Sherbrooke, Montreal, Longueuil, Levis, Gatineau, Terrebonne, Trois-Rivieres, Toronto, Mississauga, Windsor and Vancouver. Not islands and not rural communities.

The 15 actions fell under one of the following three categories:

1. Reducing threats to biodiversity.
2. Sharing the benefits of biodiversity.
3. Solutions, governance, management and education.

Reducing threats to biodiversity and generating solutions... all the actions are worthy and lofty. Except it is not what it seems; the actions are all under the umbrella of *nature as capital*. This controversial concept of nature-based solutions was also a dividing issue for many at the convention. The United Nations Environment Assembly defines nature-based solutions as actions that "protect, conserve, restore, sustainably use and manage" ecosystems, that "effectively address social, economic and environmental challenges and also provide human well being, ecosystem services and biodiversity benefits."

A report by the Friends of the Earth International accused "industry" of trying to "turn nature into a business" and placed the blame on the Convention on Biological Diversity (CBD). The report added that industry representatives often appear at UN biodiversity talks under "promisingly green-sounding names" and advocate or lobby for the inclusion of terms such as "no net loss," "net gain," "nature positive" and of course, "nature-based solutions." It is worth noting that the CBD denied multiple requests to provide a full delegates list and, thus, it is not known how many industry representatives attended COP15. Another partner, the World Business Counsel for Sustainable Development (WBCSD) is

a confederation of approximately 200 of the world's largest corporations that promote their business practices under the cloak of "sustainable development." Members include fossil fuel corporations like Royal Dutch Shell, BP, Chevron Corporation, and Suncor Energy. Mining giant Vale S.A. Syngenta, the maker of atrazine, the amphibian-poisoning pesticide. Bayer, the maker of neonicotinoid pesticides. Five of the top twenty most toxic air-polluting corporations in the US (E.I. du Pont de Nemours, Bayer, BASF, Dow Chemical, and Eastman Chemical) and three of the top fifteen most toxic water polluting corporations (Dow, Eastman, and BASF) are also members.

When biodiversity becomes *nature capital*, it is not protecting biodiversity it is protecting corporations under the guise of "sustainable development." This practice, which in theory should lead to no net loss of nature and biodiversity, leads to an untenable contradiction. It means that nature can only be conserved if it is first destroyed. The single biggest threat to the environment and to nature is the dominance of these nature- based principles and practices. Yet they are promoted by the world's most powerful and entrenched organizations, alongside such "conservation" organizations as the Intergovernmental Panel on Biodiversity and Ecosystem Services, NatCap (the Stanford-based Natural Capital Project), and the world's largest conservation organizations (The Nature Conservancy, the World Wildlife Fund, and Conservation International). The relationships are all too cozy. Nature Conservancy and the Wildlife Fund are partners with NatCap and the chief scientists of both organizations also sit on the NatCap Board.

The common argument made by proponents of natural capital, that it helps to make the value of nature visible, is deeply flawed. The value of nature is perfectly visible to investors. They know that destroying it is far more profitable than saving it. An even more fundamental point is that destruction of nature is increasingly becoming the basis for the conservation of nature. Programs built on natural capital are usually geared towards offsetting the destruction of nature, which becomes the main source of the money needed for investing in conservation. In the logic of natural capital, investments in unsustainable economic activities are therefore "compensated" by equal investments in sustainable activities. What's the economic value of salmon or orcas versus the economic benefit of the Roberts Bank Terminal expansion? How can aquatic life adequately compensate for the Trans Mountain Pipeline expansion?

Donald S. Maier wrote in his paper 'Should biodiversity and nature have to earn their keep? 'that these "institutions and their non-corporate supporters embody a tragic irony: While they regard and promote themselves as devoted to conservation of biodiversity, ecosystems, and nature, these organizations follow principles that ensure their destruction." This "nature" creep is everywhere. Exhibit A: In 2006, Nature Conservancy of Canada's mission was "to preserve the plants, animals, and natural communities that represent the diversity of life on Earth by protecting the lands and water they need to survive." Today, their purpose: "with nature, we build a thriving world to conserve portfolios of functional conservation areas within and across ecoregions. Through this portfolio approach, we will work with partners to conserve an array of ecological systems and viable native species ... nature can better deliver essential services that support life. By connecting landscapes that provide nature-based solutions, we're taking care of places."

In 2010, Cormac Cullinan wrote in *The Legal Case for the Universal Declaration of Mother Earth*, that "existing governance systems are not working. Despite a huge increase in environmental laws and treaties over the last few decades and redoubled enforcement efforts, climate change, the loss of biological diversity and unique ecosystems, the depletion of fish stocks, the over-exploitation of fresh water resources, the loss of soil and desertification are continuing. The evidence that human regulatory systems are failing to prevent the destruction of the living communities and natural processes that are essential to most forms of life, is now overwhelming."

We should all have very deep moral reasons to reject these econometric principles to biodiversity, nature, and other environmental goods. As Maier eloquently wrote, "biodiversity and nature should not have to earn their keep."

**ATTACHMENT(S):**

1. Convention on Biological Diversity, Conference of the Parties, 2022, *Decision Adopted/Kunming-Montreal Global Biodiversity Framework*: https://www.cbd.int/doc/decisions/cop-15/cop-15-dec-04-en.pdf
2. United Nations, 2022, *Press Release: Nations Adopt Four Goals, 23 Targets for 2030 In Landmark UN Biodiversity Agreement:* https://www.un.org/sustainabledevelopment/blog/2022/12/press-release-nations-adopt- four-goals-23-targets-for-2030-in-landmark-un-biodiversity-agreement/
3. United Nations Development Programme, 2022 updated September 2023, *Integrated Spatial Planning Workbook*: https://www.undp.org/publications/integrated-spatial-planning-workbook https://www.undp.org/publications/integrated-spatial-planning-workbook%20
4. Thuncher, J. 2022, Thuncher, J. 2022, *Creating connections: Helping wildlife and people thrive in the Sea to Sky:* https://www.squamishchief.com/in-the-community/creating-connections-helping-wildlife-and-people-thrive-in-the-sea-to-sky-5867911#
5. Municipal Protected Areas Project (MPAP) brochure
6. Maier D.S. 2018, *Should biodiversity and nature have to earn their keep? What it really means to bring environmental goods into the marketplace:* https:// www.ncbi.nlm.nih.gov/pmc/articles/PMC5884767/
7. Cullinan, C. 2010, *The Universal Declaration of the Rights of Mother Earth:* https:// www.garn.org/wp-content/uploads/2021/09/Legal-Case-for-Universal-Declaration- Cormac-Cullinan.pdf



BCnature
FEDERATION OF BC NATURALISTS

# MUNICIPAL PROTECTED AREAS PROJECT

***Inspired by Canada's commitment to conserve 30 percent of land and water by 2030 (30x30)***

The Municipal Protected Areas Project (MPAP) is a collaborative initiative to advance Canada's commitment, under the UN Convention on Biological Diversity, to protect at least 30 percent of our lands and waters by 2030 – also known as the 30 by 30 target. The project focuses on working with local governments to encourage contributions to the 30 by 30 target and increase protection for natural areas in BC and across Canada.

**2022 Conservation Status in Canada**

13.6% of its terrestrial area (land and freshwater)
14.7% of its marine territory

**2022 Conservation Status in BC**

15.4% of land base
3.2% of B.C.'s marine areas

**Importance of Local Governments**

- ❖ Municipal natural areas are home to rich biological diversity
- ❖ Municipal natural areas play a critical role in local adaptation to climate change
- ❖ Helps achieve Canada's biodiversity commitments in a meaningful way for communities

**Benefits of Local Governments Participation**

- ✓ Raises the profile of local government's work for biodiversity
- ✓ Validates local government's conservation policies and approaches
- ✓ Builds collaboration between local governments and local conservation organizations
- ✓ Ensures local governments are well positioned to seek future support and resources for conserved areas

Local Government protected areas are under-reported on the Canadian Protected and Conserved Areas Database (CPCAD)

**What Qualifies?**

Natural areas can be added to the Canadian Protected and Conserved Areas Database (CPCAD) if they:

- ❖ Have clearly defined geographical boundaries
- ❖ Achieve in-situ conservation of biodiversity
- ❖ Prohibit actions incompatible with conservation
- ❖ Are intended to be protected into perpetuity

**BC Nature MPAP team can:**

- ✓ Assess municipal lands for registry at no cost
- ✓ Undertake the registry process for CPCAD at no cost
- ✓ Engage with local clubs to generate excitement about conservation
- ✓ Provide resources in the protection of lands
- ✓ Identify opportunities for new lands to be conserved and protected

**For more information on MPAP, contact us at:**

conservation@bcnature.ca

**Further Reading:**

- *Natural Capital in BC's Lower Mainland Valuing the Benefits from Nature.* David Suzuki Foundation (Solutions are in Our Nature), Pacific Parklands Foundation (2010)
- *Natural Asset Infrastructure in British Columbia: Barriers and Opportunities.* Municipal Natural Assets Initiative (Making Nature Count) (2023)
- *Legal Primer Natural Asset Management by Local Governments in Canada.* Municipal Natural Assets Initiative (Making Nature Count) (2023)
- *Towards an Eco-Asset Strategy in the Town of Gibsons.* Municipal Natural Assets Initiative (Making Nature Count) (2023)
- *Managing Natural Assets to Increase Coastal Resilience Town of Gibsons British Columbia.* Municipal Natural Assets Initiative (Making Nature Count) (2023)
- *Toward a 2030 Biodiversity Strategy for Canada: Halting and reversing nature loss Discussion Paper.* Environment and Climate Change Canada (2023)
- *Stepping Up on Biodiversity: What the Kunming-Montreal Global Biodiversity Framework means for responsible investors.* UN Environment Programme (April 2023)

**Watch:**

- *Natural Capital & Ecosystem Services. Natural Capital Project*
- Dr. Anne Guerry, Chief Strategy Officer and Lead Scientist for the Natural Capital Project, introduces the concepts of natural capital and ecosystem services. (YouTube)

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**FOLLOW-UP:**

**Response Options:**

1) That Trust Council receive this briefing for information.

2) That Trust Council defer consideration of this briefing until the Regional Planning Committee has considered this briefing from the Trust Programs Committee/Regional Planning Committee working group.

3) That Trust Council refer this report to ITC board for information.

4) That Trust Council request staff to explore the costs and benefits of participating in the Municipal Protected Areas Project (MPAP) and report back.

5) That Trust Council refer this report back to Trust Programs Committee and/or Regional Planning Committee for further assessment of the possible actions outlined in this report.

6) That Trust Council refer the possible actions outlined in this report to staff for inclusion in Trust Council's strategic planning process.

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**Prepared By:** Trustees Alex Allen, Tobi Elliott, Sue Ellen Fast and Laura Patrick, and provincially-appointed Trustee Risa Smith

**Reviewed By/Date:** Trust Programs Committee, November 6, 2023
Regional Planning Committee, November 15, 2023

ISLANDS TRUST CONSERVANCY

# ISLANDS TRUST CONSERVANCY REPORT TO TRUST COUNCIL 3rd Quarter 2023-2024

| COMPLETED SINCE LAST REPORT (September – November 2023) | PLANNED FOR NEXT QUARTER (December –February 2023) |
|---|---|
| **1. STRATEGIC PLANNING/ADMINISTRATION** | |
| Continued to assist Information Systems Team to transition to CityView application<br><br>Recruited for Strategic Fund Development Specialist and temporary GIS Technician to support Conservancy work<br><br>Worked with College of Applied Biology to develop internal processes to comply with new reserved practice for biology<br><br>Developed procedure for adoption of new Trust Council Bylaw No 115 for sponsorship of NAPTEP fees<br><br>Initiated development of Work Plan #2 of ITC's *Regional Conservation Plan 2018-2027* | Recruit for Species at Risk Program Coordinator<br><br>Participate in Contact Relationship Management software and CityView application transitions<br><br>Complete Work Plan #2 (2024 – 2027) for ITC's *Regional Conservation Plan 2018-2027*<br><br>Complete Year 3 SAR Program Report for the Board |
| **2. COVENANT AND PROPERTY ACQUISITIONS** | |
| Responded to enquiries (Salt Spring)<br><br>Registered<br><br>Received Trust Council approval of tax exemption for two NAPTEP applications (Gabriola and Salt Spring ) | Continue negotiations on ~42 ha of land<br><br>Complete land transfer to add to new Nature Reserve (Salt Spring) |
| **3. COVENANT AND PROPERTY MANAGEMENT** | |
| Management planning and First Nations engagement ongoing for two nature reserves (Link and Saturnina Islands)<br><br>Completed annual compliance monitoring of conservation covenants<br><br>Launched 2-year multi-Species at Risk (SAR) survey and monitoring project (Lasqueti) | Work with First Nations to complete Archeological assessments for Link and Saturnina Islands to begin in April 2024Work on technology in the field updates and annual monitoring improvements<br><br>Plan for continuation and expansion of Species at Risk program activities across multiple islands<br><br>Update species and ecosystems at risk data for internal use by planning and ITC staff |

*As of November 2023 the Islands Trust Conservancy protects 113 conservation properties, 34 nature reserves and 79 covenants (of which 28 have NAPTEP certificates)*

| | |
|---|---|
| Coordinated with IT Mapping Services to update and improve property statistics for ITC covenants and properties | |
| **3. COVENANT AND PROPERTY MANAGEMENT (Cont.)** | |
| Continued Western Screech-Owl surveys and wildlife tree inventory (Link Island and Thetis Island)<br><br>Continued monitoring bat species on ITC properties<br><br>Continued Sharp-tailed Snake monitoring and habitat assessment project (Salt Spring, North Pender, Thetis) Nature reserve management: Restoration maintenance (Denman, Salt Spring, Lasqueti, Mayne); Invasive plant management (Denman, Gabriola, Link and Salt Spring islands)<br><br>Planted native trees to replace invasive English holly trees removed in one covenant (Bowen)Continued monitoring and site maintenance in the pollinator meadow restoration area at Mt. Tuam Protected Area covenant (Salt Spring)<br><br>Established two Garry oak meadow restoration areas in one covenant (Sidney Island)<br><br>Resumed invasive yellow flag iris control in one covenant (Gabriola)<br><br>Initiated control of invasive shiny geranium in one covenant (Sidney Island)<br><br>Coordinated with Parks Canada to plan for protection of plant species at risk in covenants during fallow deer eradication operations (Sidney Island) | Continue participation in the Sidney Island Ecological Restoration Project and the Capital Region Invasive Species Partnership |

| **4. COMMUNICATIONS AND OUTREACH** | |
|---|---|
| Released a Fall edition of the Heron Newsletter and eNews<br><br>Released ITC 2022/2023 Annual Report<br><br>Published 2023 issue of *Caring for Your Conservation Covenant* newsletter<br><br>Released end-of-year highlight video<br><br>Produced signage for three Nature Reserves<br><br>Promotion of hiring for a Species at Risk (SAR) Program Coordinator | Send holiday cards to donors and other contacts<br><br>Produce signage for three Covenants and one Nature Reserve<br><br>Social media management and engagement (ongoing) |
| **5. FUNDRAISING AND CONSERVANCY SUPPORT** | |
| Stewardship of donors and advisors (ongoing)<br><br>Presented Legacy Giving Workshop on Salt Spring Island with Salt Spring Island Conservancy; general ITC presentation to Berwick House Qualicum Beach<br><br>Hiring and transition of new hire for Strategic Fund Development position<br><br>Link Island donor stewardship video on SAR Western screech owl survey owl box installation<br><br>Opportunity Fund Impact Report 2005 - 2022 infographic mailed to 200 donors with thanks<br><br>Followed up with Tempest bequest executor<br><br>Gift of shares transfer form update with pro bono financial broker<br><br>Implementation of 2023/2024 Will Power Campaign<br><br>Willpower Campaign (National) launched | Complete Tempest estate administration<br><br>Ongoing stewardship of donors and advisors |

*As of November 2023 the Islands Trust Conservancy protects 113 conservation properties, 34 nature reserves and 79 covenants (of which 28 have NAPTEP certificates)*

Islands Trust

Print Date: November 8, 2023

**Follow Up Action List**

# Future Projects Report

## Trust Programs Committee

| 1. *Update Crown Land Agreements* | Responsible | Date Received |
|---|---|---|
| Implement Crown Land Protocol project charter V2 and engage Bowen Island Municipality and the Province of B.C. in updating and consolidating existing agreements about Crown land into one agreement. | | 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

Print Date: November 8, 2023

**Follow Up Action List**

# 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<br>Mary Storzer | Rec'd: 21-Jun-2017<br>Target: 01-Oct-2026 |

| 2. *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<br>Gillian Nicol | Rec'd: 13-Aug-2020<br>Target: 29-Mar-2024 |

| 3. *Secretariat Role to Forums within the Trust Area* | Responsible | Dates |
|---|---|---|
| Administer Secretariat Services program. Strategic Plan item 5.2 | Clare Frater<br>Gillian Nicol | Rec'd: 20-Jun-2018<br>Target: 29-Mar-2024 |

# REQUEST FOR DECISION

| | | | |
|---|---|---|---|
| **To:** | Trust Council | **For the Meeting of:** | December 5, 2023 |
| **From:** | **Mairead Boland** | **Date Prepared:** | November 13, 2023 |

**SUBJECT:** **Convene a "Committee of the Whole" meeting of all trustees, before Jan 15th 2024.**

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**RECOMMENDATION:**

- That Trust Council request staff to convene a "Committee of the Whole" meeting of all trustees, before Jan 15th 2024 (Governance Committee Regular Meeting), to discuss the March 2022 Governance Review and the June 2022 Request to the Province for a Review.

- That a representative of Great Northern Management Team be present to represent the Governance Review and to answer questions**.**

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:** This report was provided to staff on the day the Executive Committee agenda was due and therefore is outside the usual practice and policy where trustee sponsored RFDs are provided to staff so that the implications of the decision are fully provided to Trust Council.

At first reading this RFD is duplicating the work of the Governance Committee and an alternative is to redirect these requests back to them. There has been no time to determine the feasibility of the timelines recommended in this RFD. It is not recommended that the consultant be attendant to the discussion by Trust Council, at least not for their full deliberations. That occurred last term and there was limited discussion on the merits of the report at that time. Being informed by the consultants is a different exercise than a critical reading of it and if both are desired, they should be scheduled accordingly. Further, current Meeting Procedures Bylaw 101 does not have Committee of the Whole as an option, however the meeting could be held as a Special Meeting.

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1 **PURPOSE:**

A "Committee of the Whole" meeting of all trustees is required to move forward on 2 interconnected topics:

- Governance Review of Governance and Management by Great Northern Management Team received **March 2022**.
- Request to the Minister for Municipal Affairs for a review of the Islands Trust, **July 2022** and response by Minister Cullen in **Sept 2022**.

Having been in office since Nov 2022 it is timely that trustees respond to letter from the Minister of Municipal Affairs of Sept 2022 when Minister Cullen stated:

*"the ministry wants to understand the perspectives and opinions of the newly elected Trust Council on the requested review"*

It was agreed at Governance Committee (Nov 9 2023) that Trust Council as a whole, should discuss the March 2022 Governance Review report, in order to provide direction to the Governance Committee on the substance of any repeated request to the province for a review.

It was also agreed at this meeting, that staff will provide their analysis of the Governance Review to the Governance Committee and to Trust Council. Ideally this should be available but is not required for the proposed meeting in January.

This is an important discussion and should happen as soon as possible as it affects the operations of the Trust in many ways.

During 2021, the Governance Review collated the opinions of Trustees and others. At the Feb 2023 Governance Committee meeting committee members provided their personal syntheses of the Governance Review.

Recently, CAO recommended to Executive Committee that meetings of ALL trustees could be held to openly discuss important topics without the need for Decisions. A number of trustees had also put this forward as a possible improvement to processes of Trust Council. This concept is known as "Committee of the Whole". All trustees would meet as a committee, to debate and make recommendations to Trust Council.

A "Committee of the Whole" meeting in January 2024 provides an ideal vehicle for this important and urgent discussion.

The timing of the meeting must allow for direction to be provided to the Governance Committee meeting on Jan 15th.

## 2 BACKGROUND:

**Governance Review – internal review of governance and management.**

**December 2020 Trust Council**

In **Dec 2020** Trust Council agreed to fund a Governance Review ($75,000). Following a BC Bid exercise Great Northern Management were appointed to the project. The work envisaged was an internal review of the Islands Trust governance and management as described in the RFD and the Scope of Work.
RFD Islands Trust Governance and Management Review 2021
Scope of Work: Governance and Management Review of the Islands Trust. January 25th 2021

A select committee was established to steer and facilitate the work of the Great Northern Management team. This select committee was dissolved once the report was received by Trust Council in March 2022.

**March 2022 Trust Council**

Agenda for TC March 2022
Receipt of Governance Review - Session Outline and Intro - Page 32
CAO briefing on Page 33
Governance Review Report - Page 34 – 105
or here Governance Review Report Final February 2022
PowerPoint Presentation by Great Northern Management Team – I hope to find the link.

**June 2022 Trust Council**

Agenda for Trust Council June 2022
Review and Implementation of recommendations from the Governance Review, 2022.
Briefing from EC via CAO - Pages 80 to 87

A standing committee was established to oversee implementation of the recommendations. Council committee policies were amended to enable this new standing (Governance) committee. That committee met in **August 2022**.

**December 2022 Trust Council**

Following the elections in October 2022 a new Governance Committee was elected in **December 2022**.
Governance Committee Islands Trust

The Governance Committee met for the first time in **Jan 2023**.

At the second meeting in **February 2023**, members of the committee were asked to "examine the complete Governance Report including annexes and bring back notes and priorities for discussion at the next meeting "

These trustee notes may be found in Governance Committee Agenda Feb 2023 pages 13 to 41:
GC Chair Gedye submission
Trustee Patrick submission
Trustee Peterson submission
Trustee Luckham submission

and in the Governance Committee Addendum Friday Feb 10th 2023
Trustee Stamford submission
Trustee Middleton submission
Trustee Bernardo submission

**September TC 2023**

The Governance Committee has been focused on Governance Review recommendations in particular the question of the meaning of the mandate – the so-called "Section 3" of the Islands Trust Act. Their conclusions were received by Trust Council in **September 2023**.

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**Request to the Minister for Municipal Affairs for a Review of the Islands Trust:**

In the same time period, at **June 2022** Trust Council, an RFD was proposed and carried that Trust Council should write to the Minister for Municipal Affairs requesting a review of the Islands Trust - this would be an external review of the Trust.

Agenda for Trust Council June 2022
The RFD can be found in the June 2022 Trust Council agenda package pages 392 -394,
item 9.2.
*"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"*

In July 2022 Chair Luckham sent this letter to the Honourable Nathan Cullen:
Request for Provincial Review of Islands Trust.

A response from the Minister in **September 2022**, advised that the Minister would like to hear from the soon-to-be newly appointed trustees and to hear an update on progress with implementing the Governance Review recommendations.
Response from Minister Cullen.

*"the ministry wants to understand the perspectives and opinions of the newly elected Trust Council on the requested review"*

**September TC 2023**

Since the beginning of this Trust Council's term (Nov 2022) a number of motions have asked that Trust Council respond to the September 2022 letter from the Minister, culminating in a motion (at **September 2023 TC**) asking the Governance Committee to take on this "Request to the Province for a Review" with a degree of urgency.

The agenda for the subsequent meeting of the Governance Committee on November 9 2023, contained the following briefing where the various motions made throughout 2023 are listed.

Agenda for Sept 2023 Trust Council
Referral by Trust Council to Governance Committee of a request to the Minister for a review of Islands Trust – BRF. See page 10 – 17

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**Conclusions:**

The discussion at **Nov 9th 2023** Governance Committee concluded that a response to Minister Cullen could not be contemplated without specific directions from the whole of Trust Council with respect to the request. To that end the **Governance Review** and its recommendations should be reviewed by all trustees.

In addition, staff were asked to prepare their analysis of the Governance Review report as they had not had an opportunity to do so.

The content of the original **Request to Province** needs to be considered in full, at the same discussion, with the goal of providing direction to the Governance Review on the specifics of any letter to be written to the Minister of Municipal Affairs.

A "Committee of the Whole" meeting in early January, allows these important topics to be fully explored without further delay.

Governance Committee needs direction from all Trustees as soon as possible (before their Jan 15th meeting).

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**3 IMPLICATIONS OF RECOMMENDATION**

**ORGANIZATIONAL:**

**FINANCIAL:**

**POLICY:**

**IMPLEMENTATION/COMMUNICATIONS:**

**FIRST NATIONS:**

**OTHER:**

**4 RELEVANT POLICY(S):**

**5 ATTACHMENT(S):**

Governance Review March 2022

Letter to the Honourable Nathan Cullen July 2022

Response from Minister Cullen Sept 2022

**Further:**

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**RESPONSE OPTIONS**

**Recommendation:**

- That Trust Council request staff to convene a "Committee of the Whole" meeting of all trustees, before Jan 15th 2024 (Governance Committee Regular Meeting), to discuss the March 2022 Governance Review and the June 2022 Request to the Province for a Review.

- That a representative of Great Northern Management Team be present to represent the Governance Review and to answer questions**.**

**Alternative:**

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**Prepared By:** **Mairead Boland**

**Reviewed By/Date:**

# 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 Quarterley Council Committee

at the meeting of December 5th, 6th, 7th

I REPRESENT myself and the majority of Bowen Island voters
(Name of Organization if applicable)

AS petition organizer
(Capacity/Office)

NAME OF PRESENTER or Alternate Julie Vik

ADDRESS 1567 Tunstall Blvd.

TELEPHONE NO.(s) 604 947 2345 E-MAIL julie.ecreek@gmail.com

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

Myself, and possibly another would like to make a short presentation outlining our reasons for opposing camping at the proposed Metro Regional Park on Bowen Island and to appeal to the Islands Trust for their continued support and diligence upholding the Islands Trust Policy Statement.

(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: November 14, 2023 Signed: _____
(Signature of Applicant)

# 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 _____Council Committee

at the meeting of December, 2023

I REPRESENT Gulf Islands Alliance
(Name of Organization if applicable)

AS secretary
(Capacity/Office)

NAME OF PRESENTER or Alternate Deb Ferens

ADDRESS Gabriola Island

TELEPHONE NO.(s) _____ E-MAIL debferens@shaw.ca

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

to support the IT in their work to fulfill and implement the preserve and protect mandate. In particular, sensitive ecosystem mapping. For examples of sensitive ecosystem mapping there are eel grass, shorelines, trees, water and bios=diversity. all benefit from better mapping

(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: Nov 15, 2023 Signed: _____
(Signature of Applicant)

November 2, 2023

Ref: #273343

Chair Peter Luckham
Islands Trust Council
#200 – 1627 Fort Street,
Victoria BC, V8R 1H8
Email: execadmin@islandstrust.bc.ca

RE: Protocol Agreement between Islands Trust Council and Snaw-naw-as Nation

Dear Peter Luckham:

Thank you for your referral seeking the approval of the Minister of Municipal Affairs for the Islands Trust to enter into a Protocol Agreement with the Snaw-naw-as Nation, which is required under the *Islands Trust Act*.

On October 12, 2023, Honourable Anne Kang, Minister of Municipal Affairs approved the Protocol Agreement between the Islands Trust Council and the Snaw-naw-as Nation. The agreement can be amended in the future to include other local trust committees, as needed, but any amendments will require Ministerial approval.

This Snaw-naw-as Nation Protocol Agreement adds to the Islands Trust existing protocol agreements with Snuneymuxw First Nation (2008), Lyackson First Nation (2000) and many provincial agencies and regional districts. The protocol agreement identifies opportunities for collaboration, includes statements of mutual respect and sets out meeting methods.

This protocol supports objectives of the *Declaration on the Rights of Indigenous Peoples Act* (DRIPA) and respectful government-to-government relationships between Snaw-naw-Nation and Islands Trust. The Islands Trust work in these areas demonstrates the commitment to reconciliation and building collaborative relationships of mutual respect and co-operation with First Nations in Trust Area.

Sincerely,

Kris Nichols

Kris Nichols
Manager, Planning Advice & Approvals

pc: Clare Frater, Director, Trust Area Services, Islands Trust

*Info@friendsofthegulfislands.ca*
*https://www.friendsofthegulfislands.ca*

October 31, 2023

To: Islands Trust Council and Islands Trust Staff

Friends of the Gulf Islands Society is a growing group of BC residents concerned about the distressing direction in which the Islands Trust has been moving over the past several years. The shift towards community needs has now superseded the protection of the natural environment and is continuing in spite of opposition by a number of trustees and several concerned organizations. Additional development and other community objectives are being brought forward for approval without adequate environmental scrutiny that should be central to decisions made by the Islands Trust Council and Local Trust Committees (LTCs). In doing so, we believe the Islands Trust has strayed from its central mission: to achieve the object of the Trust Act, Sec 3. "…to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia…..".

As noted by Great Northern Management in their 2022 Governance Review of the Trust:

> "Islands Trust lacks both a comprehensive analysis of the Trust Area's capacity to sustain current population and activity, and its ability to accommodate more growth and development, especially in light of climate change and other considerations. These include adequacy of water supply, rising sea levels, wildfire risks, threats to ecosystems, stringent environmental protection regulations, the increasing cost of public services." [1]

According to the Trust's own report, State of the Islands (June 2019), the amount of land converted for human use is past the point needed for ecosystem health on Mayne Island, is reaching that point on Gabriola Island and is approaching that point on several other islands. In complete disregard for State of the Islands report, trustees continue to ignore the precautionary principle[2] when considering development applications or evaluating the cumulative impacts of increasing densities on the health of the ecosystems or from climate change. In failing to observe the findings of their own organization, Trustees stand in contradiction to the Trust Council's Declaration of a Climate Emergency, making a mockery of the Trust's founding mandate.

Below are some examples of recent actions, by the Trust Council and Local Trust Committees (LTCs), that are potentially destructive to the environment. We fear that if this trend is allowed to

[1] Great Northern Management Consultants, Islands Trust Governance Review, February 2022 Pg 26-27

[2] "precautionary principle" is defined as "When an activity raises threats of harm to human health or the environment, precautionary measures should be taken even if some cause-and-effect relationships are not fully established scientifically." Galiano Island Official Community Plan Pg 3

continue, the Gulf Islands and surrounding waters will be lost as a special habitat as the Provincial legislature intended to preserve in 1974, and their unique marine and terrestrial ecosystems and rural character, will be lost forever.

Recent Actions by Trust Council

During the Islands 2050 public consultation for the Policy Statement review process, the majority of the general public indicated that the environment should be the primary consideration when amending the current Policy Statement. Yet, in March 2021, Council passed a motion that incorporated matters under the authority of the Local Government Act (LGA) into the object of the trust, specifically the protection of healthy and inclusive communities, housing and transportation. Council subsequently voted down a trustee's motion that would have affirmed the protection and preservation of the natural environment as the paramount object of the Islands Trust Act.

During the Policy Statement review process, Islands Trust staff proposed policies such as banning desalination plants and the installation of new private docks and addressed the need for enhanced forest protection, based upon scientific studies warning of potential cumulative damaging impacts. But when confronted with objections from some property owners, Trust Council removed these policies. Trust Council also decided to not include any reference to the precautionary principle in the Policy Statement despite the fact that seven islands' official community plans (OCP) reference it.

At the March 2023 Trust Council Meeting, Council voted against negotiating with the province for more authority over tree cutting to enable Local Trust Committees to enhance their ability to protect the endangered Coastal Douglas Fir ecosystem (CDF).

Recent Actions by Local Trust Committees on Various Islands

Salt Spring Island Local Trust Committee gave first and second reading to version of Draft Bylaw 530 that would have rezoned most residential properties to have a second residence (either a suite or cottage), even in areas with known water shortages, and despite an objection from the Tsawout First Nation that stated in part: "the island does not have the capacity to increase living conditions without threatening the environmental stability of our traditional territory."[3] Currently, the bylaw is being rewritten.

The Vortex oceanfront resort development was approved despite community concerns that the site is of paramount ecological importance and subject to sea level rise and objections from the Lyackson First Nation who asked that the LTC not give any further consideration to the Development Permit Area (DPA) permit until completion of an archeological report.[4]

[3] Tsawout First nation, letter sent to Salt Spring Island Local Trust Committee, August 18, 2023

[4] Lyackson First Nation, sent to Salt Spring Island Local Trust Committee, June 10, 2022 "……that the Salt Spring Island LTC does not further consider the Development Permit Application until the completion of final AIA report for HCA 2018-285 for the Vortex Development, and allow our Coast Salish First Nations sufficient time to review and

Galiano Island

In 2022, the LTC and Trust Executive approved a rezoning in the Community Forest, a groundwater recharge area, for a high-density multi-family development. This rezoning is contrary to the Galiano OCP Land Use Bylaw 215 that identifies: "the importance of forest cover and the retention of unfragmented forest ecosystems." As well, the LTC and Executive failed to find this rezoning inconsistent with Trust Policy Statement 4.4.2 which bars increased development in areas with groundwater supply problems.

In August 2019, the Capital Regional District notified nearby residents of a Level 3 Water Conservation Notice, that read: "The Sticks Allison water system source water resources are reaching critical levels due to historically low aquifer levels". The only flow test conducted on the project's well was during an extreme precipitation event in December 2018. The Regional Hydrologist's report stated that this winter test "...may not reflect well and aquifer response during the summer/dry season."[5] and that "The aquifer productivity is considered low..."[6]

Further, contrary to Galiano's OCP's Wildlife Protection Objectives that identifies the requirement to: "protect wildlife resources and to preserve habitat for wildlife", the LTC, Trust staff and Executive accepted an Ecological Assessment Report with the following limitations: "The Ecological Assessment Report did not include any targeted species-at-risk surveys of the site and the scope of the report did not include any targeted wildlife surveys of the site." [7]

Gabriola Island

In 2018, the LTC approved a rezoning and subdivision creating 27 residential lots in a major aquifer area that supplies water for over 500 wells and is described by a Regional District of Nanaimo report to be in decline[8]. The water report for this subdivision was based primarily on insufficient historical well data of nearby wells as there was only one existing well in the subdivision. The development included the subdivision of 80 acres of forestry zoned land.

A rezoning for a 24-unit multi-family development on 5 acres was approved in 2022 despite a November 2020 report from the Ministry of Forests, Lands, Natural Resource Operations and Rural Development indicating a potential decline in groundwater due to

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comment on the scope and methodology of the fieldwork, its described results and analysis, and evaluate potential archaeological impacts by the Vortex Development."

[5] Memorandum: Ministry of Forests, Lands, Natural Resource Operations and Rural Development, Water Protection, Nanaimo re: File: 58000-38-12/20013441 Galiano AQ320, Sylvia Barroso, MSc PGeo, Regional Hydrogeologist, February 22, 2021 Pg 4

[6] Ibid, Pg 2

[7] Ecological Assessment Report for Proposed Affordable Housing Property in the Galiano Community Forest, January 18, 2021 Pg 5

[8] State of our Aquifers: Regional District of Nanaimo Aquifer 709; Prepared for: Regional District of Nanaimo Prepared by: GW Solutions Inc. August 2017

> climate change and increased water demand in the area. [9] Also, residents within a 1 km radius reported declining well water. Despite the multi-family development proponent having stated 50% of the lot would remain untouched, the LTC refused to consider motions to include provisions in the newly created housing zone that would limit development to 50% of the lot's area and require rainwater catchment.
>
> The current Trust Policy Statement states islands should be self-sufficient in meeting their own water needs; yet residential development on Gabriola has grown such that the City of Nanaimo and water delivery companies reported to us that over 9 million liters of water were hauled by truck to the island in 2021.
>
> In addition, both Gabriola developments held uninterrupted forest canopy that extended to adjacent lots.

In the above Local Trust Committee examples, staff, LTCs and Executive Committee did not consider the precautionary principle with respect to climate change or the future impacts that increased development would have on groundwater supplies. The focus was instead, on meeting community housing and developers' needs, not the protection of the ecosystem or natural resources as required by the Trust object.

Additional Considerations

The Gulf Islands are experiencing significant residential growth. The 2021 census[10] showed a growth rate of 26.81% from 2016 on the thirteen major islands compared to growth of 3.38% from 2006 to 2016. Building trends are also changing from smaller homes intended for seasonal recreational use to larger homes. Since more than 65% of land within the Trust Area is privately owned, these statistics indicate that there is an increasing potential for risk to biodiversity. From the Trust's State of the Islands report (2019), as of July 2016:

> "Only 22% of the high biodiversity areas of the Islands Trust Area have been protected. For this reason, it is important to support continued land protection efforts and for islanders to carefully maintain habitat on their lands so that we can keep our best ecosystems intact and help sustain the plants and animals that share these beautiful islands."[11]

On a finite land base with finite resources, it is not feasible to indefinitely increase density. Without strong policies, regulation and limits, the impact on our limited fresh water supplies and on the native natural ecosystems will be significant.

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[9] Memorandum: from the Ministry of Ministry of Forests, Lands, Natural Resource Operations and Rural Development, Water Protection, Nanaimo re: File: 58000-38-21/20013567 Gabriola Housing Society, Sylvia Barroso, MSc PGeo, Regional Hydrogeologist, November 30, 2020, Pg 5

[10] Statistics Canadian (2021) https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/search-recherche/lst/results-resultats.cfm?Lang=E&GEOCODE=59

[11] Islands Trust, "State of the Islands Indicator Project: Final Report", December 2019, Pg 18

How an Entity Describes Itself has Consequences

Trust Council has over the years, described itself as a *local government* or a *special purpose local government* rather than a *trust*. The wording of some Trust Policy Statement provisions also lends credence to that perspective. All of this has contributed to confusion by the public and many trustees, about the distinction between a trust and a local government. As a result, public pressure is increasing on Council to provide more housing and community services despite these responsibilities belonging to Regional Districts. We maintain that any provisions within the Local Government Act are secondary to the Trust object when making land use decisions.

During the recent review of the Trust Policy Statement, the decision of Trust Council not to prioritize the environment or make it a paramount factor in its decision making is the last of a long list of compromises which has cast doubt upon the identity and purpose of the Islands Trust as a trust. Current Trust actions render the Trust Area no different from any other area under a local government where land use planning encourages development. The vision of the Trust Act was not to develop these islands in the image of surrounding urban areas; it was to provide a respite from those urban areas for all residents of British Columbia by ensuring development takes place only if natural ecosystems are protected. Long-term planning, using scientific data, and employing the precautionary principle with strong policies and enforceable regulations, are needed to provide the protection that is required by the Trust Act.

Conclusion

The environment, its finite resources and ecosystems, and the character of these islands will continue to be degraded by inappropriate decisions that put unsustainable desires of the community over and above the protection of ecosystems. Building ourselves out of our current social predicaments or relying on technology to overcome the limitations of our natural resources, is not possible. We are asking that the carrying capacity of each island in the Trust Area be determined by scientific studies rather than by the unchecked demand for continual growth at the expense of the environment.

This may prove to be a watershed moment for the Trust. We urge staff and Trust Council to re-think where they are going and change course now. The Trust Policy Statement must be revised both in its form and implementation as it applies to how Local Trust Committee bylaws are assessed for compliance with the Trust object.

We all face the unprecedented challenges of climate change and development pressures. Trustees and residents will need to respect and appreciate First Nations' heritage and culture so we can all benefit from their knowledge gained from countless generations of protecting and preserving the environment upon which all life on and around these islands ultimately depend.

BC Supreme Court Justice Southin in his decision, MacMillan Bloedel v. Galiano, stated the mandate is “no mere piety”.[12] We ask Trust Council to heed these words and stop treating the mandate as a mere piety.

Sincerely,

Jennifer Margison, President, Galiano Island

Friends of the Gulf Islands Society

Directors: Maria del Carmen de Menyhart, Galiano Island
Peter Easthope, North Pender Island
Alix Hodson Deggan, Gabriola Island
Kees Langereis, Gabriola Island
Maxine Leichter, Salt Spring Island
Steve Wright, South Pender Island

[12] MacMillan Bloedel Ltd. v. Galiano Island Local Trust Committee, 1995 Can LII 154 (BC CA)

*Info@friendsofthegulfislands.ca*
*https://www.friendsofthegulfislands.ca*

November 1, 2023

Islands Trust Council; Trustee Gedye, Chair of Governance Committee and Islands Trust Staff
Sent Via Email: execadmin@islandstrust.bc.ca

Dear Elected Trustees, Chair of Governance Committee and Staff Members:

Re: Closed Meeting Decision Reinterpreting the Trust Object of the Islands Trust Act

The Friends of the Gulf Islands Society has questions and concerns about the procedures related to the Trust Council in-camera meeting held on September 26, 2023 and the Rise and Report document that resulted. It is our understanding that the trustees received a presentation on prior legal advice received by Trust Council. Our concerns and questions relate to what happened after Trust Council came out of the closed meeting and the "decision" made in that closed meeting.

Our questions and concerns:

<u>Procedures Related to the In-camera Meeting:</u>

The in-camera meeting motion on September 26, 2023 referenced section 90 (1) (i) of the Community Charter[1] which lists receipt of legal opinions as the reason for a closed meeting. Legal opinions are generally not released to the public, but they may be released if the client (Islands Trust) consents, usually with advice from the legal counsel on potential legal risks from doing so. During the last term, Trust Council received a legal opinion on section 3 of the Act and had legal counsel subsequently draft a modified version dated October 27, 2020 for public release. Consequently, the public has had access to some of that legal advice, albeit modified to some degree.

However, we don't understand why a decision on a subject matter so integral to the entire operation of the Trust had to be made in a closed meeting. Upon ending the closed meeting, the Trust Council did not issue a Rise and Report.

Trust Council could have issued a "Rise and Report" that set a time and/or date for an open meeting to discuss and try to arrive at an interpretation of the Trust Object. The only restriction at that meeting would be for trustees to not refer to any legal opinion as the source of their views. Can you explain why the discussion and decision making had to be held in-camera rather than in an open meeting subject to the restrictions cited above?

[1] Community Charter Act, [SBC 2003] CHAPTER 26; section 90 (1) A part of a council meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following: (i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

Making that decision in a closed meeting effectively denies the public the opportunity to hear the views and know the voting record of their elected representatives on an interpretation that fundamentally impacts how purpose of the Act is carried out. It is our view that making such decisions should be done in an open meeting. Deciding behind closed doors runs contrary to the premise of transparency in the exercise of local government powers.

Delay in Issuing the Rise and Report:

After a Trust Council meeting, Executive Committee reviews and approves the release of an Islands Trust Council Highlights press release that provides a high-level recap of major agenda items. The press release is usually released shortly after Executive Committee approval. Executive Committee approved the press release on October 11, 2023 but it has not yet been released. Despite not being released officially, the public (at least those who know to do so) can access it on the Islands Trust website.

One of the sections is entitled "Section 3-Interpretation of the Islands Trust Act". It states Trust Council "reached consensus" on a Section 3 Interpretation of the *Islands Trust Act*. The section includes a hyperlink to another document entitled "Rise and Report-Statement RE: S.3 Mandate" which the public can access.

Neither the Trust Council Highlights nor the Rise and Report Statement have been officially released. Why has there been a delay in releasing both documents?

Rise and Report Document:

The Rise and Report (Report) is a public statement from Trust Council on a matter(s) discussed in a closed meeting. The text of the Report raises questions. The assumption in the following discussion is that page 1 of the Report is background information prepared by staff to accompany the decision of Trust Council found on page 2.

(a) Background section questions (i.e., page 1)
The section gives background information and references the need for a closed meeting due to receipt of information that is subject to solicitor-client privilege. There is one statement that is somewhat ambiguous:

"*This report is to make public the results of our discussions and share with our constituents how the current Trust Council intends to interpret our mandate, which in turn will help inform our strategic planning*". (*emphasis added*)

How will this "intention" be carried out by Trust Council? Will it be done by incorporating a definition and/or new policy into the Trust Policy Statement, whether as a "directive" or a general policy? Or will the interpretation be applied by Executive Committee in reviewing land use bylaws submitted by Local Trust Committees and by Local Trust Committees when developing land use bylaws, before any change is made to the Trust Policy Statement?

(b) Consensus section questions/comments (i.e., page 2)

The "Report" does not use the term "decision". The heading entitled "CONSENSUS[2]" is followed by three paragraphs which (presumably) is the text of the interpretation agreed to by Trust Council. The

[2] See Black's Law Dictionary, 11th Edition, definition of "consensus" and "consent".

paragraphs refer to "Trust Council's determination" and "Trust Council's view" but do not use the term "decision". The questions that arise:

(1) Is the "Consensus" a decision by trustees through a vote and if so, was it unanimous or not?
(2) If there was no vote, how was it agreed to?
(3) Does the text on page 2 of the Report reflect what trustees voted on?
(4) Was the text of the Consensus drafted by trustees at that meeting or was the text or similar text presented to trustees at the meeting?
(5) The two-page Rise and Report document is not cited as a "draft" document. Will this be the version released to the public in the near future?
(6) There is no indication First Nations were consulted which, if true, conflicts with Trust Council's Reconciliation Declaration. Were First Nations consulted in arriving at the new interpretation of the Act?

The Report states how Trust Council has interpreted section 3 of the Islands Trust Act, but it does not give the reasoning used to arrive at this new interpretation. Had the discussion been in an open meeting the public would know Trust Council's reasoning.

Specific comments on three paragraphs:

First paragraph:

The first paragraph refers to the 3 elements of the Object: the "Trust area", "unique amenities" and "unique environment". It then goes on to say that when one of the elements (e.g., trust area, amenity, or environment) becomes the priority, the reasons for doing so must be clear and show how the other elements were considered. On the face of it this paragraph reflects what occurs presently with respect to decisions when the Object of the Islands Trust Act (i.e. natural environment protection and preservation) is a primary consideration.

The "trust area" is listed as one of three elements which means it differs from "environment" and "amenities". The phrase "trust area" is defined in the Islands Trust Act as the geographical boundaries to which the Act applies. Consequently, the elements "environment" and "amenities" are components of the "trust area" which begs the question: what within the "trust area" would be balanced against the "environment" or an "amenity"? Was this discussed in the closed meeting?

Second paragraph:

The second paragraph is problematic for several reasons:

- Interpreting "housing" and "infrastructure" as a unique amenity of the trust area means Trust Council is to preserve and protect "housing". How would land use regulation preserve and protect the development and maintenance of housing? Isn't that the responsibility of service providers such as Regional Districts and higher levels of government through funding?
- How is "housing" a "unique amenity" when compared to housing in a rural area outside the trust area? The term "unique" must be given meaning. Also, the Trust Object refers to "preserving" and "protecting" not "providing". The Islands Trust is not a service provider, but it can facilitate the provision of services by Regional Districts or others through land use regulation that is consistent with the Trust Object.
- It also states land use planning must consider the preservation and protection of the "environment" and "community". In other words, "community" is neither a "unique amenity" nor a component of "environment". Where does "community" now fall? As

mentioned above, the "trust area" establishes the geographical area covered by the Islands Trust Act. If "community" is separate from "environment" and "amenities", is it a component of the "trust area"? Earlier Islands Trust documents refer to "rural island communities" more as an amenity.

- In defining "housing" and "infrastructure" as "unique amenities", Trust Council has drifted very far from the original purpose of the Islands Trust Act. Housing and infrastructure are forms of land development, yet the Islands Trust Act was established to preserve and protect the natural environment and attractiveness /draw of the area (i.e., amenities) from overdevelopment. If housing and infrastructure are now amenities, what limits apply to development?

Third paragraph:

The third paragraph adds little beyond what the first paragraph says. The statement "*there must be a careful and reasoned balancing of the importance of preserving and protecting the trust area, and its unique amenities and environment*" is a restatement of the first paragraph. This statement is simply a recognition of the importance of the three elements but with no regulatory emphasis.

It is our view that the November 1986 Trust Council-endorsed document entitled "Position Paper #1 on the Object of the Islands Trust" provides a comprehensive and more meaningful definition of "unique amenities and the environment". The 1986 definition of "unique amenities and environment" is consistent with the Act's original intent. The 1986 definition was relevant then and remains so today. See Appendix 1.

In closing, we are not supportive of the interpretation taken by Trust Council.

We look forward to hearing from you regarding our questions and concerns detailed in this letter.

Sincerely,

Jennifer Margison, President, Galiano Island
Friends of the Gulf Islands Society

Directors:
Maria del Carmen de Menyhart, Galiano Island
Peter Easthope, North Pender Island
Alix Hodson Deggan, Gabriola Island
Kees Langereis, Gabriola Island
Maxine Leichter, Salt Spring Island
Steve Wright, South Pender Island

**APPENDIX 1**

Extract from the Ministry of Municipal Affairs 1986 Report entitled "*The Object of the Islands Trust: Renewing the Consensus, Position Paper # 1"*, endorsed by Islands Trust Council on September 5, 1986

"*The special amenities and environment of the Trust area "derive from the combination of:*

- *A mild climate;*
- *Approximately 500 islands and the extensive coastline and sheltered waters they provide;*
- *Diverse and unusual natural features, vegetation and wildlife;*
- *Almost a continuous tree cover and large undeveloped areas;*
- *Numerous areas of heritage or archaeological significance;*
- *Abundant and varied recreational opportunities accessible to adjacent major urban centres;*
- *Solitude, scenic beauty and a clean environment;*
- *Compact, marine-oriented settlements;*
- *Tranquil rural areas;*
- *A range of lifestyles;*
- *A unique water suppl situation ( i.e. small watersheds, shallow soil and heavy reliance on groundwater source)s;*
- *The self-sufficiency yet interdependence that island living entails*."

**From:** MICHAEL SKETCH <mgmsketch@shaw.ca>
**Date:** November 9, 2023 at 2:59:52 AM PST
**To:** Ken Hunter <kehunter@islandstrust.bc.ca>
**Cc:** Russ Hotsenpiller <rhotsenpiller@islandstrust.bc.ca>, Clare Frater <cfrater@islandstrust.bc.ca>
**Subject: M Sketch to Council re letter to Minister and Governance Committee meeting at 1 P.M. today 09Nov2023**

**To:** Trust Councilors which include members of Council's Governance Committee
Islands Trust CAO Russ Hotsenpiller
Director Clare Frater, Trust Area Services

**From:** Michael Sketch, North Pender Island, ph: 250-629-8393

**Subject:** Letter to the Minister respecting the Islands Trust, an agenda item for the Governance Committee meeting this afternoon, 1 P.M., Thu09Nov2023.

A) Request that Council, guided by the Governance Committee, advise the Minister of actions which are to be taken by Council to ensure the efficacy of the Islands Trust advice givers and decision makers in carrying out the Object. The actions include i) rewriting the Trust Policy Statement so Trust Area federation policies are implemented by Council and not delegated to Local Trust Areas for implementation and ii) implementing Islands Trust federation governance; each action consistent with the Act.

B) Request that Council, guided by the Governance Committee,

advise the Minister that on reconsideration of the previous Council's letter to the Minister dated 08Jul2022, that the request for ministerial guidance will be dealt with by the Islands Trust Council corporation, as per Subject A), consistent with guidance of the Act.

**Excerpt of letter to the Minister from Council dated 08Jul2022**

Councillors - My one page submission for Council's 27 September Town Hall session for your quarterly meeting follows. The content of a letter to the Minister will will be addressed by the Governance Committee at their meeting 1 P.M. today, Thu09Nov2023.

I ask that the argument of my submission for 27Sep2023 be considered by Councilors in your advice to the Governance Committee.

For completeness, I have included two relevant attachments:

1) The documentation germane to a letter to the Minister of Municipal Affairs from the Chair of Trust Council, dated 08Jul2022 and a response from the Minister; prepared by CAO Russ Hotsenpiller for the Governance Committee meeting of 09Nov2023.

2) The Standing Committee on Municipal Affairs report to the B.C. Legislative Assembly for the afternoon sitting, 25 September, 1973, beginning on page 205 of the daily Hansard. The report recommends (Hansard, page 257) establishment of the Islands Trust, with supporting observations which should inform a vision for the Islands Trust and Council's Trust Policy Statement bylaw.

Michael Sketch

Islands Trust

200-1627 Fort Street, Victoria BC V8R 1H8
Telephone **(250) 405-5151** Fax (250) 405-5155

July 08, 2022 File No.: 0400-30 Ministries/MLA

Via email: MAH.minister@gov.bc.ca; nathan.cullen.MLA@leg.bc.ca

The Honourable Nathan Cullen
Minister of Municipal Affairs
PO BOX 9056,
STN PROV GOVT
Victoria BC V8W9E2

*Excerpt of letter from Islands Trust Council Chair to the minister with items a) to c) of requested review*

Dear Minister Cullen:

**Re: Request for Provincial Review of Islands Trust**

Thank you again for your recent meeting with the Islands Trust Executive Committee. It was a pleasure to meet you. I am writing to you today on behalf of the 26-member Islands Trust Council to request that the Province of British Columbia conduct a review of the Islands Trust's mandate, governance and structure.

We are requesting that you, as the Minister responsible for Islands Trust, kindly bring this request to the attention of the Lieutenant Governor in Council (Cabinet). We make this request under Section 8(2)(e) of the *Islands Trust Act*.

The requested review could include, but need not be limited to, an assessment of:

a) 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;

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | **Governance Committee** | **For the Meeting of:** | November 9, 2023 |
| **From:** | **CAO** | **Date Prepared:** | November 2, 2023 |
| **SUBJECT:** | **Referral by Trust Council to Governance Committee of a request to the Minister for a review of the Islands Trust** | | |

**PURPOSE:** To respond to direction from Trust Council for Governance Committee to consider and make recommendations with regard to the recent request by the Islands Trust for the Province to review the Islands Trust.

**BACKGROUND**: Reporting was provided to Trust Council at their September 2023 meeting on Pender Island with regard to the standing request by Islands Trust to the Province for a review of the Islands Trust. The reporting is attached. Staff have not created additional reporting as there is no clear direction at this time that is different from the last reporting cycle. At the September Trust Council meeting the following motion was made:

> 'That Trust Council request the Governance Committee to recommend and draft a request of the Province to review the Islands Trust'

As such, the matter has been provided to Governance Committee for its deliberation. If further work or analysis is required by staff, that is the prerogative of the Committee.

**ATTACHMENTS:**

1. **Briefing on the matter to September Trust Council**
2. **Chronology**
3. **Chair letter to Minister**
4. **Minister Cullen response.**

**FOLLOW-UP: As directed.**

**Prepared By:** **CAO**

**Reviewed By/Date: Nov 2, 2023.**

# BRIEFING

| | | | |
|---|---|---|---|
| **To:** | **Trust Council** | **For the Meeting of:** | September 26, 2023 |
| **From:** | **CAO** | **Date Prepared:** | September 5, 2023 |
| **SUBJECT:** | **Request for a Provincial Review of the Islands Trust** | | |

**PURPOSE:** To reconsider a request made by the Islands Trust to the Province for a review of the Islands Trust under Section 8(2) (e) of the Islands Trust Act.

**BACKGROUND:** On July 8, 2022, a Chair letter was sent to the Province requesting a review of the Islands Trust (Attachment 2). On September 23, a response was received to the request from then Minister Nathan Cullen (Attachment 3). The matter was held over as Minister Kang was appointed on December 7, 2022. At the March 2023 Trust Council meeting a motion was made to return the matter to Trust Council to revisit the request.

A chronology of actions on this matter is attached to this report as Appendix 1.

**ATTACHMENT(S):**

1. Chronology
2. Islands Trust Chair Luckham letter sent July 8, 2022 to Minister of Municipal Affairs, The Honourable Nathan Cullen Re: Request for Provincial Review of Islands Trust
3. Minister Cullen response, September 23, 2023

**FOLLOW-UP:**

**Prepared By:** **L Foster**
**R Hotsenpiller**
**Reviewed By/Date:** **September 6, 2023**

**Attachment 1. Chronology**

**June 8, 2022,** a trustee RFD asking the Province to conduct a provincial review of "Islands Trust" first appeared as item 7.6.1 on Executive Committee's June 8 agenda package for consideration to forward to Trust Council's June 2022 quarterly meeting including late correspondence received in support of the RFD.

**June 22, 2022**, the trustee sponsored request for decision (RFD) was considered on Trust Council's June meeting agenda (see pages 392-394) as item 9.1., "Provincial Review of Islands Trust" (scroll the slider to 6:48:50 to view the recorded discussion).

Summarized in Trust Council's (TC) business decision highlights published the following week, these resolutions were passed by TC at its June meeting with regards to item 9.1., RFD.

> **TC-2022-071**
> **It was Moved by Trustee Brent and Seconded by Trustee Colbourne,**
> 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.
> **CARRIED**

> **TC-2022-072**
> **It was Moved by Trustee Colbourne and Seconded by Trustee Brent,**
> 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.
> **CARRIED**

**July 7, 2022**, Executive Committee meeting, late item briefing was received for information at item 8.1.2.3., regarding Office of the Lieutenant Governor's Correspondence Guidelines (scroll to 2:22:09 to review the recording).

**July 8, 2022,** Chair Luckham sent the following letter re: Request for Provincial Review of Islands Trust to the Minister of Municipal Housing, The Honorable Nathan Cullen (See Attachment 1.):
https://islandstrust.bc.ca/document/request-for-provincial-review-of-islands-trust/

**September 23, 2022**, Minister Cullen's response was received (See Attachment 2.):
https://islandstrust.bc.ca/document/minister-cullen-response-re-request-for-provincial-review-of-islands-trust/

**October 15, 2022,** Local Government Elections were held determining Islands Trust Council members for the 2022-2026 term. The new council was sworn-in November 17, 2022, where the new term Executive Committee elected.

**November 1, 2022,** Minister Cullen's office reached out, via email, to book a meeting with Executive Committee (the new term had yet to convene) which the current EC considered at its November 2, 2022, business meeting as late item 10.2. deciding to defer the item to the in-coming, new term Executive Committee.

**November 18-19, 2022**, Minister Cullen's response letter was included and discussed at item 9.1 in Trust Council's inaugural new term meeting agenda package and was followed by resolution:

> **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**

Executive Committee's meetings held November 19 (re: item 9.1.1) and November 23 (re: item 8.1.1.3) discussed meeting preparation re: Minister Cullen scheduled for December 14 to be held in-person.

> **EC-2022-152**
> **It was Moved and Seconded**,
> That Executive Committee request staff create speaking notes for the minister's meeting around engaging with the ministry on the following topics: governance, housing authority, funding, and reconciliation**. CARRIED**

**December 6-8, 2022**, Trust Council's agenda package item 4.4 "June Trust Council Provincial Review Briefing" was considered and the following resolutions passed:

> **TC-2022-153**
> **It was Moved by Trustee Peterson and Seconded by Trustee Gauvreau,**
> THAT item 4.4 (June Trust Council Provincial Review Briefing) 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 (June Trust Council Provincial Review Briefing) to the Governance Committee for discussion prior to the March 2023 meeting. **CARRIED**

**December 7, 2022,** Anne Kang appointed Minister of Municipal Affairs by Premier David Eby succeeding The Honorable Nathan Cullen. Minister Kang kept Minister Cullen's December 14 meeting commitment with Executive Committee which was converted to a Zoom electronic format.

**January 19, 2023,** The Governance Committee (GC) meeting agenda item 11.2 was discussed and 11.2.1 (scroll to 3:33:40 to hear recording) was forwarded to the February 10, 2023 GC meeting and received as information.

**March 7, 2023,** returned to Trust Council as agenda item 4.2.7., where the following resolutions were passed:

> **TC-2023-005 as amended by 006 and 007**
> That Trust Council directs Executive Committee to work with staff on a coordinated strategy and prepare a request that the Province revisit the provincial grant funding formula to the Islands Trust.
>
> **CARRIED**

> **TC-2023-008**
> **It was Moved by Trustee Boland and Seconded by Trustee Dodds,**
> That Trust Council respond to Minister Kang to the effect that Trust Council will revisit the request for a review of Islands Trust mandate, governance and structure, at September Trust Council and provide the minister with an update.
>
> **CARRIED**

Islands Trust

200-1627 Fort Street, Victoria BC V8R 1H8
Telephone **(250) 405-5151** Fax (250) 405-5155

Toll Free via Enquiry BC in Vancouver 604.660.2421. Elsewhere in BC **1.800.663.7867**

Email information@islandstrust.bc.ca

Web www.islandstrust.bc.ca

July 08, 2022 File No.: 0400-30 Ministries/MLA

Via email: MAH.minister@gov.bc.ca; nathan.cullen.MLA@leg.bc.ca

The Honourable Nathan Cullen
Minister of Municipal Affairs
PO BOX 9056,
STN PROV GOVT
Victoria BC V8W9E2

Dear Minister Cullen:

**Re: Request for Provincial Review of Islands Trust**

Thank you again for your recent meeting with the Islands Trust Executive Committee. It was a pleasure to meet you. I am writing to you today on behalf of the 26-member Islands Trust Council to request that the Province of British Columbia conduct a review of the Islands Trust's mandate, governance and structure.

We are requesting that you, as the Minister responsible for Islands Trust, kindly bring this request to the attention of the Lieutenant Governor in Council (Cabinet). We make this request under Section 8(2)(e) of the *Islands Trust Act*.

The requested review could include, but need not be limited to, an assessment of:

a) 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; and
f) the funding mechanisms provided to the organization in light of a clarified mandate.

This request comes after much deliberation and debate at the Islands Trust Council table this term. In our efforts to update the Islands Trust Policy Statement and respond to a Governance Review conducted by external consultants, we have encountered some divergent viewpoints and core questions related to our unique mandate and the efficiency and effectiveness of our governance model and structure. As we approach our fiftieth anniversary, it is vitally important that we coalesce around a common vision and that we have a supportive governance structure and sufficient resources to realize this vision now and into the future. However, we cannot do this work alone. As an agency of the Province, we require provincial leadership, direction, and resources to ensure that we are honouring the vision of 1974 while also addressing the new realities and challenges facing the Islands Trust Area today.

The Islands Trust Area is located within Coast Salish territory and is the homeland to many Coast Salish Peoples who have called this place home since time immemorial. Islands Trust Council has passed a Reconciliation Declaration and is working towards better acknowledging treaty and territorial rights,

.../2

better protecting Indigenous cultural sites and harvesting areas, and building stronger collaborative relationships with First Nations to preserve and protect these special islands in the Salish Sea. Aligning the Islands Trust's governance model, structure, and mandate with the *Declaration on the Rights of Indigenous Peoples Act* will be key to fulfilling Islands Trust Council's (and the Province's) commitments in this regard.

It has been nearly 50 years since the *Islands Trust Act* was initiated and 35 years since it was last meaningfully reviewed by the Province. Islands Trust Council is grateful for the amendments to the Act provided in 2021 but believes that it is now time for a comprehensive provincial review of Islands Trust's mandate, governance, and structure to ensure that these special islands and waters are protected now and into the future. Islands Trust Council stands ready to assist and, to that end, has recently established a new Standing Governance Committee with seven elected members who will be well placed to advise a provincial review process, as needed.

Thank you for considering this important request. We look forward to hearing from you.

Yours sincerely,



Peter Luckham
Chair, Islands Trust Council
pluckham@islandstrust.bc.ca

cc:
The Honourable Janet Austin, Lieutenant Governor of British Columbia
The Honourable John Horgan, Premier of British Columbia
B.C. Cabinet Ministers
BOḰEĆEN (Pauquachin) First Nation
Cowichan Tribes
K'ómoks First Nation
Klahoose First Nation
Lyackson First Nation
MÁLEXEŁ (Malahat) First Nation
Qualicum First Nation
scəẃaθən (Tsawwassen) First Nation
Scia'new (Beecher Bay) First Nation
səl̓ilwətaɬ (Tsleil-Waututh) Nation
SEMYOME (Semiahmoo) First Nation
shíshálh (Sechelt) First Nation
Sḵwx̱wú7mesh (Squamish) Nation
Snaw-naw-as (Nanoose) First Nation
Snuneymuxw First Nation
Songhees First Nation
Spune'luxutth (Penelakut) Tribe
ST̓ÁUTW̱ (Tsawout) First Nation
Stz'uminus First Nation
ɬaʔəmen (Tla'amin) First Nation
T'Sou-ke First Nation
Ts'uubaa-asatx (Lake Cowichan) First Nation
Wei Wai Kum (Campbell River) First Nation
We Wai Kai (Cape Mudge) First Nation
W̱JOŁEŁP (Tsartlip) First Nation
W̱SIḴEM (Tseycum) First Nation
Xeláltxw (Halalt) First Nation
Xwémalhkwu (Homalco) First Nation
Xwsepsum (Esquimalt) First Nation
xʷməθkʷəy̓əm (Musqueam) First Nation
First Nations Leadership Council
Hul'qumi'num Treaty Group
Laich-kwil-tach Treaty Society
Nanwakolas Council
Naut'sa mawt Tribal Council
Te'mexw Treaty Association
W̱SÁNEĆ Leadership Council
Islands Trust Area MLAs
Islands Trust Area MPs
Bowen Island Municipal Council
Islands Trust Council
Islands Trust Website

BRITISH COLUMBIA

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

The Standing Committee on Municipal Affairs report to the British Columbia Legislative Assembly for the afternoon sitting, 25 September, 1973, beginning on page 205 of the daily Hansard. The report recommends (Hansard page 257) establishment of the Islands Trust, with supporting observations.

— — — — — — — — — — —

**1973 Legislative Session: 3rd Session, 30th Parliament**
**HANSARD**

# Official Report of

# DEBATES OF THE LEGISLATIVE ASSEMBLY

**(Hansard)**

**TUESDAY, SEPTEMBER 25, 1973**

**Afternoon Sitting**

[ Page 255 ]

APPENDIX

*The following report is referred to on page 205 of the daily Hansard:*

MR. SPEAKER:

Your Select Standing Committee on Municipal Matters beg leave to report as follows:

The Select Standing Committee on Municipal Matters examined the matters affecting islands in the Strait of Georgia and the adjacent waters. It visited and viewed the following islands: May 2, 3, 4, North Pender, South Pender, Saltspring, Galiano, Mayne, Saturna; July 23-27, Bowen, Gambier, Keats, Denman, Hornby, Lasqueti, Gabriola, Kuper, Thetis.

On July 23 the Committee experienced a most meaningful day at the UBC Resource Science Centre under the direction of Dr. Crawford Holling, who presented a computer simulation that demonstrated the relationships between speculation thrust, people's satisfaction, land prices, land values, environmental quality, etc. In its context, environmental quality was related to ease of transportation, water availability, nearness to a lake or ocean, slope of land, type of land, i.e., agriculture vs. rock, and the amount of open land and finally the diversity of tree cover.

Public meetings were held on the islands, and the Committee was pleased and impressed with the interest and turnout by the local people, who expressed a vital concern about the future of the islands.

It is apparent to the Committee that the islands are of extreme importance to the Province of British Columbia; they are fragile; their location is crucial, being between the two largest cities in the Province; it is felt that people are entitled to use them and enjoy them to the capacity which they are able to serve.

For the purpose of this report the Gulf Islands shall mean all islands in the Strait of Georgia and adjacent waters.

*Observations*

1. These islands are different from each other and from the Mainland. However, some Mainland areas, especially the Sunshine Coast, because of difficult access, probably have some similar problems.

2. Apart from their natural insularity, isolation and uniqueness, the islands have the problem of these "special interests":

(*a*) Local residents, many of whom are retired, and others who have to make their living locally;

(*b*) Large numbers of summer residents and (or) visitors;

(*c*) Large landowners, usually absentee, often corporate and foreign;

(*d*) A larger or "provincial" interest of the general public;

(*e*) Land developers and speculators;

(*f*) Tree-farm licence holders (TFL).

3. Existing boundaries of regional districts and means of representation and communication to land from some regional districts are causing considerable frustration. (Seven regional districts each have a portion of the islands within their boundaries).

4. A complete lack of jurisdiction by Provincial, regional or municipal bodies over Indian lands because of exclusive Federal jurisdiction may cause increasing difficulty.

5. There are some existing subdivisions which appear attractive and rural in character but this is only due to the fact that many are as little as 15 per cent developed. Of all the problems, the Committee identifies large subdivisions and over-development as the priority concern.

[ Page 256 ]

6. Requirements such as a 10-acre freeze or limiting subdivisions to larger parcels of similar size will not be sufficient in the long term, nor will such rules be as effective as other more sophisticated and imaginative planning techniques such as clusters, green belts, etc.

7. There is a need for an increase of supervised public space, beach access, hiking trails, picnic and (or) campgrounds, etc., on virtually every island. Most land adjoining the best beaches is privately owned. It is unfortunate that many of the Howe Sound islands' most attractive bays and coves are spoiled for recreational use by log storage and booming grounds.

8. Water transportation to the islands is a key to the entire situation and needs careful control and co-ordination (but this is not within regional district jurisdiction). It is also evident that no one island or regional district can control the frequency, cost and type of transportation. Transportation on the islands is also an important related factor. Emphasis should be placed on pedestrian transit rather than vehicle transit, and the use of the islands should thus be planned accordingly.

9. One of the major problems encountered by the Committee in its tours, hearings and public meetings is the fact that there has been, and remains, a very serious lack of co-ordination and communication. In many respects, the islands have fallen victim to ad hoc or "band-aid" activity. There is a need for a co-ordinated jurisdiction to be responsible for planning, zoning, control of land use, transportation and related matters for all the islands, and this jurisdiction would require sufficient funding over and above the current revenue source from local taxation.

10. Although regional districts are not geared to carry out all the responsibilities expected of them relative to the future of the Coastal islands of British Columbia, they can well serve the islands for many administrative purposes including hospitals, schools, local improvements, special projects, health, building inspection, etc. Boundaries of regional districts need to be reviewed for possible transfer of some islands, based on natural lines of communication. Further, the means of representation and communication between some islands and its regional district needs to be studied.

11. Recognizing the need to ensure continued employment opportunities for some residents of the islands, strictly controlled limited commercial development, light industry, and agricultural activity compatible with the life style of the islands can continue, nonetheless, emphasis for the future development of the islands should be placed on recreation, moderate residential use, and preservation of a rural atmosphere. The Committee was impressed with some instances of desirable land use (by residences, summer camps, a few parks, endowments) but was alarmed at the possession or hoarding of land by resident and absentee owners for high capital gains purposes. It was also distressed by the evidence of considerable subdivision activity in the past, which was undertaken without full determination of its impact on the future of each island. Our belief is that the islands are too important to the people of Canada to be left open to exploitation by real-estate developers and speculators.

12. Virtually without exception, shortage or potential shortage of potable water is of major concern to practically all islands and to this Committee.

13. Waste and garbage disposal is another serious matter of major concern to this Committee.

14. A potential exists for conserving many archæological sites on the islands.

*Recommendations*

1. The Committee recommends that the regional district boundaries be reviewed and adjusted to assure that the respective islands are in the most appropriate regional district.

2. The Committee also recommends that the Provincial Government establish an "Islands Trust" (or commission), as the most appropriate body to be responsible for and to co-ordinate the future of each island within our terms of reference. It must be emphasized most strongly that the trust is to assume the primary responsibility for all Gulf Islands' affairs within Government jurisdiction, including land use, future growth patterns, control of development, industrial, recreational and commercial activity, as well as parks and open space designations. It is essential that the trust be fully representative of all interests, not only on the islands, but throughout the Province as a whole. While recognizing the rights of the islanders, the Committee suggests that this section of British Columbia is dramatically affected by private and public activity which does not have the same impact in other parts of the Province. The Committee again refers to the fragile nature of these coastal units. Because it is recognized that a variety of Government departments and agencies: Highways, Health, Ferries, Lands and Forests, Parks, etc, as well as regional districts and citizen groups on the islands, all have an important role to play in this respect, we emphasize that the proposed trust or commission must not be a separate and (or) remote agency, but rather a fully representative co-coordinating body, whose task it is to bring together each group, agency or department of Government and to act in the best interests of the islands and their residents with due regard for the broader and Province-wide interest.

3. The Committee also recommends that until the trust or commission is established, no subdivisions be permitted on any islands south of and including Denman, Hornby, and Lasqueti Islands, i.e., on any of the Gulf Islands in the Strait of Georgia and any adjacent waters.

4. The Committee recommends the 10-acre freeze be continued on the northern Gulf Islands that have not yet been studied by the Committee.

*Conclusion*

The Committee appreciates that many months of hard work have gone into the planning process on some of the islands, and the Committee hopes that if the Government accepts these recommendations, that the trust be established and operative as soon as possible, so as not to prolong unduly the wait on these islands.

A. A. Nunweiler, *Chairman*

**Townhall submission from Michael Sketch for the Trust Council meeting,
North Pender Island Community Hall,
1:30 P.M. Session, on Wednesday, 27 September, 2023**

## Comment on "Vision" and "Letter to the Minister from Council" sessions of this Council Quarterly meeting

Councilors – My comment addresses both your "Vision" and "Letter to the Minister from Council" agenda items for this Council meeting.

I think it is very clear from the Hansard report for the 1973 legislature, that an Islands Trust Act would address the threat of overdevelopment in the Trust Area; specifically to avoid the built environment overwhelming the natural environment to the extent that sustaining elements of the natural environment are compromised.

It follows that the intention of the Object is to address a balance between built and natural environments. Such legislated environmental protection was bold for its day.

If asked, the 1973 legislators would probably have agreed that the vision for an Islands Trust Area was an effective implementation of the Object. In 2023 as in 1973.

The Act established a federation governance to be effective in implementing the Object.

A 1989 amendment to the Act gave force and effect to the Object. Council would adopt a Policy Statement bylaw (TPS) which implemented the Object in the entire Trust Area.

Recipes for federation governance and for the TPS are clearly set out in the Act. That Council didn't follow the recipe to an extent that federation governance isn't implemented and that the TPS is ineffective, was as unreasonable in 1993 as it is today.

The consequence is that the vision of an effective implementation of the Object hasn't been realized. In the confusion, Council and the public are less secure in the vision for the Trust Area than we should be.

The confusion is unnecessary, Councilors. You have the skills and the means to address the obvious failings of the TPS and federation governance.

However to write the Minister and ask the province how to manage your own Council table is singularly unfortunate.

Although the present provincial government may favour the Act, a future government may not. It could be said that if Council can't manage it's own affairs when it hasn't yet carried out the instruction of the Act, then let the Act be rescinded.

That would be tragic.

Michael Sketch

North Pender Island
ph: 250-629-8393
email: mgmsketch@shaw.ca

# Xwe'etay/Lasqueti Archaeology Project

## Report to Trust Council December 2023

We are still sorting through the massive amount of data we have collected. The overall picture is showing that Xwe'etay/Lasqueti was extensively occupied, but certain locations were 'hot spots" for social activity. Although by the end of the project will only have information on a fraction of the archaeological record on the island, we will know more about this Gulf Island than any other island in the Salish Sea.

We have just received a huge batch of radiocarbon dates back from the lab — like Christmas for archaeologists. We're still sorting out the dates, but a date from charcoal at the bottom of a core sample taken at a site at the southeast side of the island, is 7480 years before the present — this is our current oldest date. This site, and others of similar age, seem to be small, isolated encampments. It's not until later — 4000 years ago at some of the larger bays and 2000 years ago in the smaller bays — that more permanent settlements are being created. All the early sites are located at 4 – 7 meters above current sea level, likely because ocean levels were a few meters higher than present at that time.

A goal of the project is to find out the most we can about the archaeological past, with minimal disturbance to the precious, non-renewable archaeological record. This means extracting samples for radiocarbon dating by using a long sampling tube (2 cm diameter) gently driven into the ground with a percussion hammer to reach the bottom of the site. The apparatus is essentially a steel tube with a hard nozzle and a clear plastic tube inside it. It comes in roughly 1 meter lengths, which can be fastened together to take deep samples. The plastic tube insert allows the archaeologist to see the layers (stratigraphy) of the site without having to dig a hole. The charcoal from the base of the cultural layers is extracted to send to the radiocarbon lab. The locations of core samples are accurately mapped by GPS as is the depth of the samples. Mapping the holes allows us to figure out changes in how settlements grew through time and also allows future archaeologists to understand who and when these small holes were made, if they find them in their explorations.

The report to September's Trust Council meeting did not make it into the agenda package, because I submitted it late. Here it is:

## Report to Trust Council September 2023

by Dana Lepofsky, Sean Markey, Peter Johnston

The Xwe'etay/Lasqueti Archaeology Project (XLAP) team has been super busy since our last update to the Trust. When we last wrote, we had just had a huge cultural burning ceremony and started intertidal excavations of some clam gardens. Those activities were the start of a very full and multi-faceted field season – which really just wound down in mid August.

The burning ceremony had a deep impact on the Xwe'etay/Lasqueti community as well as on our First Nations neighbours who attended. On the island, this is evident in many small comments and conversations in person and on social media, and that connecting to the ancestors was a theme that ran through the very powerful writers' readings at the Arts Fest in July. Recently, Snuneymuxw Sulalewh/Elder, who facilitated the burning to happen in a good way, wrote a very moving prayer and

article for the community to further the cultural work https://www.lasquetilocal.ca/elder-bill-white This is an extraordinary gift as it is, to our knowledge, the first time a burning has been written about in this way.

Soon after the burning ceremony, the team was notified in confidence that a burial was eroding out of one of the coastal shell middens here. Dana Lepofsky contacted the Nations, the landowner, the RCMP, and the Archaeology Branch. The Nations instructed her to rebury with a ceremony. The project supported Bill White, Willie Pierre and Kim Recalma-Clutesi to come back to the island to perform the ritual in a good way. This was done with the permission and support of the landowner.

Our Intensive archaeology field season continued in the low-low tide week at the beginning of June and all of July. Two SFU archaeology students and one SFU policy/planning students were living on island all of July. During that time, we finished surveying and mapping all the coastal archaeological sites that we know about – either through the records from the 1970's survey or through what we saw in our survey below the high tide line. These surveys allowed us to spot shell middens on land that we did not have permission to access as well as to fully record the intertidal sites. We recorded a total of 59 new sites. This adds to the 69 that were already in the Provincial database, making for a total of 128 archaeological sites on the island. A total of 75 sites are on private land and the remainder are on Crown or are below the intertidal. We had permission to work on approximately 30 of the sites on private land, 13 of which were newly recorded. For sites that we did not have permission to access, we partially recorded them based on their shoreline visibility while walking below the high tide line. We will have radiocarbon dates from the bottom of about 40 sites in total that will help us understand when the site was first occupied. We also will have multiple radiocarbon dates from a few sites to track their internal growth over time and hopefully get date of final occupation. Our analysis of site size and location relative to age is on-going and will tell us much about the Indigenous history of Xwe'etay.

Over time, our project has continued to broaden, to encompass the history of all people of Xwe'etay/Lasqueti. This broadening is encompassed within a sister project we call, "Layered Histories". Our vision is to honor both the Indigenous and settler history of the island by creating a relational database with our archival and archaeological research and interviews, and then to produce a public-facing digital atlas of the island that will tell this layered history. To that end, we made a detailed map of the local cemetery so that in the atlas we can attach stories and places to each person. This map has been turned into a dazzling mural for the cemetery which again, honors the recent and deeper history of our island. We are also analyzing historic air photos (1932 and 1946) and conducting interviews with island "long-timers" to document ecological change so that we can better understand the lands and seas that the First Nations lived with –before settler changes. All this will go in the database and the atlas. We have received funds from Heritage Legacy Fund and qRD Regional Grants to support this work. The database structure is now in place and we are populating it with the historic and archaeological information.

In the midst of all this, we held another intertidal inter-community event. Folks from Tla'amin, K'omoks, Qualicum, and Halalt came to share food and stories. It was a beautiful day of being together, learning and playing. As one of the Tla'amin Elders who has now visited a few times said, "It feels like visiting with family". We could ask for nothing more than that.

Finally, we are actively working on an exhibit on the project with Ingenium -- Canada's Museum of Science and Innovation in Ottawa. Videographer Michelle Munkittrick followed the archaeology team around all summer, getting beautiful images of the landscape and our archaeological work. The exhibit will be displayed in the Agriculture and Fisheries Museum, starting in the new year.

On the policy and planning end of things, we have also been busy. SFU's Resource and Environmental Management Masters in Resource Management (REM MRM) student Mary Kelly completed her thesis,  Indigenous Cultural Heritage Policies and Local Planning: A Case Study in the Land of Plenty. We will be producing a community report from the work, in addition to sharing through a community report-back session. The abstract for the thesis is as follows: Indigenous cultural heritage (ICH) is rapidly diminishing worldwide, driven by factors like development, private property rights, and colonial planning. This study centers on the Comox Valley within the Land of Plenty, the Territory of K'ómoks First Nation, serving as a case study that examines the interplay between Indigenous cultural heritage policies and local planning. Through 40 semi-structured interviews with local planners and knowledge holders, I identify pathways of ICH protection through local government implementation of K'ómoks First Nation's Cultural Heritage Policy. The purpose of this research paper is to explore how First Nations exert self-determination over their ICH, how ICH interacts with local planning, and how local governments can respond to strengthen ICH protection at the local level. The findings reveal that local level implementation of Indigenous cultural heritage policies help ensure that ICH protection strategies are place-based, effective, and appropriate. This implementation simultaneously fosters relationships, enhances cross-cultural knowledge and respect.

In July, REM MRM student Owen Wilson conducted field research on Xwe'etay/Lasqueti for his thesis on landowner attitudes toward Indigenous heritage protection. The landowner engagement theme figured prominently in our earlier research phases (supported by insights from the Trust and other agencies). Owen conducted 30 key informant interviews on the island and will begin analysis and writing in the Fall. Outputs from the project will include a community summary report, academic articles, and a report-back session. We look forward to sharing the results of both Mary and Owen's work.

submitted by Peter Johnston  pjohnston@lasqueti.ca

**https://www.lasquetiarc.ca/**

# REQUEST FOR DECISION

| | | | |
|---|---|---|---|
| **To:** | Executive Committee | **For the Meeting of:** | November 22, 2023 |
| **From:** | Trust Area Services | **Date Prepared:** | November 1, 2023 |

**SUBJECT:** **AVICC/UBCM RESOLUTION SELECTION PROCESS** (Annual Item)

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**RECOMMENDATION: That the Executive Committee direct staff to e-mail trustees and staff requesting suggestions for topic(s) for the Islands Trust resolution(s) for the 2024 AVICC/UBCM conventions**.

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:**
The Islands Trust has had a practice of submitting resolutions to AVICC/UBCM. Resolutions that are endorsed by the UBCM membership can trigger advocacy support from UBCM staff and usually result in a well-considered response from the affected Ministry or Department. Depending on the resolution(s) submitted, the Executive Committee may wish to consider additional advocacy such as proposing a related session for the AVICC or UBCM conventions or a meeting with a minister.

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1 **PURPOSE:** To seek direction about initiating selection of a resolution topic for the Association of Vancouver Island and Coastal Communities (AVICC) and Union of British Columbia Municipalities (UBCM) conventions.

2 **BACKGROUND:** Islands Trust Council policy 6.12.ii on AVICC/UBCM Membership and Resolutions provides guidance on the annual selection and presentation of Islands Trust resolutions.

In past years, the Islands Trust has suggested successful resolutions such as:

- Request that the Province, co-develop with First Nations, new financial mechanisms and legislation for protection of biodiversity, ecosystem health and species at risk (2023)
- Request that the Province fund and support the development and integration of climate risk and vulnerability assessments into Official Community Plan review processes (2022)
- Request that the Province provide funding and support to local governments and Islands Trust to facilitate affordable housing projects in rural areas in British Columbia (2022)
- Request that province change legislation so that temporary use permit and public hearing notifications can be provided electronically (2021)

- Request that the province work with First Nations, and federal, provincial, and local government stakeholders, to develop a coordinated strategy to study and address the environmental and social impacts associated with liveaboards on the British Columbia coastline. (2020)
- Request that the provincial government improve the enforceability of development permit area requirements by enabling local government to enforce violations by way of prosecution, ticket or bylaw notice (2019);
- Request that the provincial government prioritize the approval of key marine cumulative effects values for long-term monitoring and assessment in coastal regions (2019);
- Request for DFO review of potential cumulative impacts of increased geoduck aquaculture (2018);
- Preventing Rigid Foam Pollution in the Marine Environment (2017)
- Assessment and Mitigation of Marine Shipping Risks and Impacts in the Salish Sea (2016)
- Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP) funding (2015);
- Derelict & Abandoned Vessels (2013);
- Industry Funding for Oil Spill Prevention, Preparedness & Response (2012);
- Southern Strait of Georgia National Marine Conservation Area Reserve (2010) and Derelict & Abandoned Vessels, Barges & Docks (2010).

It is possible for Islands Trust to submit more than one resolution. Staff do not recommend proposing more than two resolutions in any one year due to the resulting workload and the difficulty in advocating for more than two topics at one convention.

In the past the Executive Committee has supported selected resolutions by suggesting/organizing complementary AVICC/UBCM sessions and by requesting and/or attending Minister meetings at the UBCM convention to discuss the proposed topic. When selecting a resolution, the Executive Committee should be guided by section 4.2 of the Islands Trust policy 6.12.ii on UBCM/AVICC Membership and Resolutions:

> *All Islands Trust bodies that develop resolutions for consideration at AVICC and UBCM conventions must ensure that their resolutions address topics within their legislated jurisdiction and are consistent with the Islands Trust Policy Statement.*

Executive Committee members should also consider that UBCM guidelines suggest that issues identified in resolutions should be relevant to local governments across the province.

AVICC has also put out a call for nominations of members to serve on the 2024/2025 AVICC Executive Committee (see correspondence section of agenda) with a deadline of February 7, 2023 and a call for workshop or speaker suggestions (by December 4, 2023), for their 2024 AGM and Convention in Victoria, April 12-14.

## 3 IMPLICATIONS OF RECOMMENDATION

**ORGANIZATIONAL:** Staff anticipate less than half a day of workload associated with this recommendation. However, deciding to solicit suggestions for resolution topics, raises the expectations that the Executive Committee will proceed with submitting a resolution(s) to AVICC/UBCM.

Drafting a resolution and preparing a one-page backgrounder will take up to one day of the Director of Trust Area Services or A/Senior Policy Advisor's time for each topic selected. Some topics may require other staff time to research or proofread, and possible legal advice may be required.

**FINANCIAL:** Legal fees if required.

**POLICY:** No implications for existing policy.

**IMPLEMENTATION/COMMUNICATIONS:** staff will send an e-mail soliciting requests and will compile the requests in a briefing for Executive Committee's review at its December 20, 2023 meeting. At that time, if Executive Committee selects a topic(s) and requests that staff draft a resolution and backgrounder, staff will provide the draft to the Executive Committee for its review and approval at its January meeting. The resolution(s) must be submitted by February 7, 2024.

**FIRST NATIONS:** Staff will advise if a resolution does not align with the Islands Trust Reconciliation Declaration or the Reconciliation Action Plan 2019-2022, local trust committee standing resolutions on First Nations relations. Trustees or staff can seek advice or assistance from staff before submission of any resolution ideas.

**OTHER:** None.

**4 RELEVANT POLICY(S):** Policy 6.12.ii UBCM/AVICC Membership and Resolutions.

**5 ATTACHMENTS:** 2024 AVICC Call for Resolutions

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**RESPONSE OPTIONS**

**Recommendation: That the Executive Committee direct staff to e-mail trustees and staff requesting suggestions for topic(s) for the Islands Trust resolution(s) for the 2024 AVICC/UBCM conventions**.

**Alternative:**

1. That the Executive Committee not propose a resolution to AVICC/UBCM.
2. That the Executive Committee undertake a different process for resolution selection.

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**Prepared By:** Clare Frater, Director, Trust Area Services

**Reviewed By/Date:** Russ Hotsenpiller, Chief Administrative Officer, November 14, 2023

## 2024 AGM & CONVENTION

# RESOLUTIONS NOTICE
# REQUEST FOR SUBMISSIONS

The AVICC Executive is calling for resolutions to be considered at the 2024 AGM and Convention that, subject to public health order restrictions, will be held in Victoria at the Victoria Conference Centre as an in-person event from April 12-14, 2024.

Members are asked to submit resolutions that meet the requirements outlined in the following pages.

## DEADLINE FOR RESOLUTIONS

AVICC must receive all resolutions by: **4:30 pm, Thursday, February 7, 2024**

## IMPORTANT SUBMISSION REQUIREMENTS

To submit a resolution to the AVICC for consideration please send a copy of the resolution as a **word document** by email to info@avicc.ca by the deadline. AVICC staff will confirm receipt of the submission via email. If confirmation is not received within 3 business days, the resolution sponsor should follow up by phone at 236-237-1202. A mailed hard copy of the resolution is no longer required.

AVICC's goal is to have resolutions that can be clearly understood and that have specific actions. If a resolution is endorsed, its "therefore clause" will form the basis for advocacy work with other levels of government and agencies. Detailed guidelines for preparing a resolution follow, but the basic requirements are:

- Resolutions are only accepted from AVICC member local governments and must have been endorsed by the Board or Council.
- Members are responsible for submitting accurate resolutions. AVICC recommends that local government staff assist in drafting the resolutions, in checking the accuracy of legislative references, and be able to answer questions from AVICC & UBCM about each resolution. If necessary, please contact AVICC staff for assistance in drafting the resolution.
- Each resolution **must include a separate backgrounder** that is a maximum of 3 pages and specific to a **single** resolution. Each resolution submitted must have a separate backgrounder; do not combine backgrounders into a single document. The backgrounder may include links to other information sources and reports.
- Sponsors should be prepared to speak to their resolutions at the Convention.
- Resolutions must be relevant to other local governments within AVICC rather than specific to a single member government.
- The resolution must have at least one "whereas" clause and should not contain more than two "whereas" clauses. Each whereas clause must have only **one sentence**.

## LATE AND OFF THE FLOOR RESOLUTIONS

a. A resolution submitted after the regular deadline is treated as a "Late Resolution". Late Resolutions must be received by AVICC by noon on **Wednesday, April 10th, 2024.**

b. Late Resolutions are not included in the Resolutions Package sent out to members before the Convention. They are included in the Report on Late Resolutions that is distributed on-site.

c. The Resolutions Committee only recommends Late Resolutions for debate if the topic was not known prior to the regular deadline date, or if it is emergency in nature.

d. Off the Floor Resolutions are considered after all resolutions in the Resolutions Book and all Late Resolutions have been considered. Off the Floor Resolutions must be submitted in writing to the Chair of the Resolutions Session as soon as practicable, and copies must be made available to all delegates no later than 9:00am on Sunday morning. Contact AVICC staff for more information about how to organize an Off the Floor Resolution for consideration.

e. The full Convention Rules, including detailed information about the process for Late and Off the Floor Resolutions, will be published and distributed to members in advance of the Convention.

## AVICC RESOLUTIONS PROCEDURES

UBCM urges members to submit resolutions to their Area Association for consideration. Resolutions endorsed at the AVICC annual meeting, except those that are considered to be regional in nature by UBCM (see below) are submitted automatically to UBCM for consideration.

A resolution deemed by UBCM to be specific to the AVICC region is considered a Regional Resolution and will not be automatically submitted to UBCM for consideration at the UBCM annual meeting, and instead will remain with AVICC, where it may be actioned.

UBCM has observed that submitting resolutions first to an Area Association results in better quality resolutions overall. Local governments may submit Council- or Board-endorsed resolutions directly to UBCM prior to June 15th, 2024. Detailed instructions are available on the UBCM website.

### RESOLUTIONS PROCESS

1. Members submit resolutions to AVICC for debate. All resolutions submitted to AVICC are forwarded to UBCM staff for analysis, comment, and recommendations.

2. For some resolutions, which focus on issues specific to the AVICC region, UBCM will indicate that they are considered a Regional Resolution and that it won't be admitted to UBCM for debate should it be endorsed. AVICC will work with local governments to address issues identified by UBCM staff to ensure the resolution reflects the intention of the local government.

3. The AVICC Resolutions Committee reviews and finalizes the recommendations, and the Resolutions Book is published and sent to members in advance of the annual meeting.

4. AVICC conveys any Regional Resolutions endorsed at their annual meeting to the appropriate level of government, or takes other action as determined by the AVICC Executive.

5. AVICC submits all other resolutions endorsed at its Convention to UBCM.

6. The UBCM Resolutions Committee reviews the resolutions for submission to its Convention.

7. Resolutions endorsed at the UBCM Convention are submitted by UBCM to the appropriate level of government for response.

8. UBCM will forward the response to the resolution sponsor for review.

## AVICC & UBCM RESOLUTIONS GUIDELINES

**The Construction of a Resolution:**
All resolutions contain a preamble – the whereas clause(s) – and an enactment clause. The preamble describes ***the issue*** and the enactment clause outlines ***the action*** *being* requested of AVICC and/or UBCM. A resolution should answer the following three questions:

a) **What is the problem?**
b) **What is causing the problem?**
c) **What is the best way to solve the problem?**

**Preamble:**
The preamble begins with "WHEREAS" and is a concise sentence about the nature of the problem or the reason for the request. It answers questions (a) and (b) above, stating the problem and its cause, and should explain, clearly and briefly, the reasons for the resolution.

The preamble should contain no more than two "WHEREAS" clauses. Supporting background documents can describe the problem more fully if necessary. Do not add extra clauses.

Only one sentence per WHEREAS clause.

**Enactment Clause:**
The enactment clause begins with the phrase "Therefore be it resolved" and is a concise sentence that answers question (c) above, suggesting the best way to solve the problem. **The enactment should propose a specific action by AVICC and/or UBCM.**

Keep the enactment clause as short as possible, and clearly describe the action being requested. The wording should leave no doubt about the proposed action.

## HOW TO DRAFT A RESOLUTION

### 1. Address one specific subject in the text of the resolution.

Because your community seeks to influence attitudes and inspire action, limit the scope of a resolution to one specific subject or issue. If there are multiple topics in a resolution, the resolution may be sent back to the sponsor to rework and resubmit.

### 2. For resolutions to be debated at UBCM, focus on issues that are province-wide.

The issue identified in the resolution should be relevant to other local governments across BC. This will support productive debate and assist UBCM to represent your concern effectively to the provincial or federal government on behalf of all BC municipalities and regional districts. Local governments are welcome to submit resolutions that address issues specific to the AVICC region. A resolution that addresses a topic specific to the AVICC region may not be entered for debate during the UBCM Convention but may be actioned by the AVICC Executive if endorsed.

### 3. Use simple, action-oriented language.

Explain the background briefly and state the desired action clearly. Delegates can then debate the resolution. Resolutions that are unclear or that address multiple topics may end up with amendments at the Convention.

### 4. Check legislative references for accuracy.

Research the legislation on the subject so the resolution is accurate. Where necessary, identify:

- the correct jurisdictional responsibility (responsible ministry or department, and whether provincial or federal government); and
- the correct legislation, including the title of the *Act* or regulation.

### 5. Provide factual background information.

Even a carefully written resolution may not be able to convey the full scope of the problem or the action being requested. Provide factual background information to ensure that the intent of the resolution is fully understood for the purpose of debate and UBCM can advocate effectively with other levels of government and agencies.

Each resolution **must include a separate backgrounder** that is a maximum of 3 pages and specific to a single resolution. Do not submit a single backgrounder relating to multiple resolutions. The backgrounder may include links to other information sources and reports.

Resolutions submitted without background information **will not be considered** until the sponsor has provided adequate background information. This could result in the resolution being returned and having to be resubmitted.

### 6. Construct a brief, descriptive title.

A title identifies the intent of the resolution. It is usually drawn from the "enactment clause" of the resolution. For ease of printing in the Annual Report and Resolutions Book and for clarity, a title should be no more than three or four words.

## TEMPLATE FOR A RESOLUTION

Whereas << *this is the area to include an issue statement that outlines the nature of the problem or the reason for the request* >> ;

And whereas << *if more information is useful to answer the questions - what is the problem? what is causing the problem?*>> :

Therefore be it resolved that AVICC & UBCM << *specify here the action(s) that AVICC & UBCM are being asked to take on, and what government agency the associations should be contacting to solve the problem identified in the whereas clauses* >>.

*If absolutely necessary, there can be a second enactment clause (the "therefore" clause that specifies the action requested) with the following format:*

And be it further resolved that << *specify any additional actions needed to address the problem identified in the whereas clauses* >>.

# REQUEST FOR DECISION

| | | | |
|---|---|---|---|
| **To:** | Executive Committee | **For the Meeting of:** | November 22, 2023 |
| **From:** | Islands Trust Conservancy Staff | **Date Prepared:** | November 10, 2023 |
| **SUBJECT:** | **NAPTEP Fee Sponsorship Request (Koontz), Gabriola Island** | | |

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**RECOMMENDATION:**

**That the Executive Committee approve financial sponsorship of $450 for Natural Area Protection Tax Exemption Program (NAPTEP) application GB-NAP-2023.1 (Koontz), Gabriola Island.**

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:** The attached application for Executive Committee sponsorship of NAPTEP application fees complies with Islands Trust Policy 2.1.16, Guidelines for EC sponsored or ITC Initiated NAPTEP Applications. The request meets the sponsorship criteria and conditions 2.3 and 2.5 of the guidelines. Staff have not yet developed an application form for requests for Executive Committee sponsorship of NAPTEP application fees so the applicant has made the request by e-mail.

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**1 PURPOSE:**

To request the Executive Committee to consider the NAPTEP application fee sponsorship request from Yarrow Koontz.

**2 BACKGROUND:**

Islands Trust Conservancy (ITC) received a Natural Area Protection Tax Exemption Program (NAPTEP) application from Yarrow Koontz, to protect approximately 2.5 ha of wetlands, maturing forest, and sensitive riparian and cliff habitats on Gabriola Island.

On May 30, 2023, the ITC Board agreed to hold a covenant on this property

On September 27, 2023, Trust Council approved a Natural Area Tax Exemption Certificate for the covenanted portion of the property, subject to registration of a conservation covenant consistent with the standards developed for NAPTEP.

This application is the first one received since Trust Council amended its Natural Area Protection Tax Exemption Certificate Fees Bylaw( No. 115) to enable an applicant to apply to the Executive Committee for application fee sponsorship (section 5.0). Trust Council has also adopted Policy 2.1.16: Guidelines for EC sponsored or ITC Initiated NAPTEP Applications.

The Phase I NAPTEP fee is $275 and the Phase II fee is $175.

## 3 IMPLICATIONS OF RECOMMENDATION

**ORGANIZATIONAL:** This recommendation is not expected to impact existing work programs.

**FINANCIAL:** Trust Council has allocated a 2023/24 budget of $1,000 for NAPTEP application sponsorship, all of which remains unspent this year.

**POLICY:** None.

**IMPLEMENTATION/COMMUNICATIONS:** Staff will inform the applicant of the outcome of their request of the Executive Committee.

**FIRST NATIONS:** None.

**OTHER:** None.

## 4 RELEVANT POLICY(S):

- Natural Area Protection Tax Exemption Certificate Fees Bylaw( No. 115)
- Policy 2.1.16**:** Guidelines for EC sponsored or ITC Initiated NAPTEP Applications

## 5 ATTACHMENT(S):

1. NAPTEP Application Fee Sponsorship request from applicant.

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**RESPONSE OPTIONS**

**Recommendation:**

**That the Executive Committee approve financial sponsorship of $450 for Natural Area Protection Tax Exemption Program (NAPTEP) application GB-NAP-2023.1 (Koontz), Gabriola Island.**

**Alternative:**

Approve at a lesser amount.
Do not approve.

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**Prepared By:** Kathryn Martell, Ecosystem Protection Specialist, Islands Trust Conservancy

**Reviewed By/Date:** Clare Frater, Director, Trust Area Services/November 15, 2023

To the Islands Trust Council, October 23, 2023

I am requesting your willingness to consider waiving the NAPTEP fees ($450) for phases one and two of the Conservation Covenant for Yarrow Aiko Koontz, owner of 3090 George Street Gabriola Island.

I am currently underemployed and would like to keep the momentum going for the progress of this covenant. I would greatly appreciate being considered for this opportunity.

Thank you for your time and all the good work you are doing.

Be Well,

Yarrow Aiko Koontz

# REQUEST FOR DECISION

| | | | |
|---|---|---|---|
| **To:** | Executive Committee | **For the Meeting of:** | November 22, 2022 |
| **From:** | **Trust Area Services** | **Date Prepared:** | November 17, 2022 |
| **SUBJECT:** | **Media and Social Media Training for Elected Officials** | | |

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**RECOMMENDATION: Request staff to organize media and social media training session for Trust Council for 2024.**

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:** Trust Council has not yet received training this term on working with traditional media and social media. This training is expected to be beneficial and to lead to increased effectiveness at sharing Islands Trust key messages and responding to external messages.

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1 **PURPOSE:** To request a decision from Executive Committee about media and social media training session for Trust Council for 2024.

**2 BACKGROUND:**

During meetings between Trust Area Services staff and trustees about communications and engagement that took place in July and August 2023, trustees indicated an interest in participating in media and social media training.

Staff have contacted Jan Enns, a respected communications trainer who has worked with local governments for decades about potentially hosting a session for trustees. The in-person session would provide information on how to work with traditional media effectively and provide guidelines and best practices about social media engagement.

**3 IMPLICATIONS OF RECOMMENDATION**

**ORGANIZATIONAL:** This recommendation can be done within the Communications Specialist's work program. This is an activity that is included in the draft Communications Strategy.

**FINANCIAL:** A half-day session, including customized content and keeper workbook, delivery and follow up begin at $4,200. There are sufficient funds in Trust Area Services communications budget.

**POLICY:** None.

**IMPLEMENTATION/COMMUNICATIONS:** Staff will contract a communications specialist to deliver a training session for Trust Council and appointed trustees. Staff would work with Jan Enns to find a date in 2024. If she is available staff will identify other communication trainers to deliver equivalent training.

**FIRST NATIONS:** None.

**OTHER:** None.

**4 RELEVANT POLICY(S):** Islands Trust Council Communications Strategy 6.10.2

**5 ATTACHMENT(S):** None.

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**RESPONSE OPTIONS**

**Recommendation: Request staff to organize a media and social media training session for Trust Council for 2024.**

**Alternative:**

Do not request staff to organize a media and social media training session for Trust Council for 2024.

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**Prepared By:** Morgana van Niekerk, Communications Specialist

**Reviewed By/Date:** Clare Frater, Director, Trust Area Services, November 17, 2023
Russ Hotsenpiller, CAO/November 17, 2023

**Clare Frater**

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**From:** AVICC <avicc@ubcm.ca>
**Sent:** Monday, October 23, 2023 9:58 AM
**To:** Theresa Dennison
**Subject:** 2024 AVICC AGM & Convention- 1st Call for Resolutions and Convention Information
**Attachments:** 1. 2024 AVICC Call for Resolutions_FINAL.pdf; 2. 2024 Call for Nominations and Nomination Form_FINAL.pdf; 3. AVICC-Session-Submission-Form-2024.docx; 4. 2024 AVICC Student Participation Application_fillable.pdf

*Please forward to elected officials, the CAO and Corporate Officer:*

Hello AVICC Members,

The Association of Vancouver Island & Coastal Communities (AVICC) is currently planning the 2024 AVICC AGM & Convention, taking place April 12-14, 2023 at the Victoria Conference Centre in the heart of downtown Victoria, marking our 75th AGM! The AVICC would like to thank the City of Victoria, and neighbouring communities in the Greater Victoria Area for hosting this year's event, and for their contributions to the success of our annual meeting. We would also like to thank the Songhees Nation and the Esquimalt Nation for welcoming our members to their territories for the upcoming convention, and we look forward to their involvement throughout.

When planning your stay, please remember that pre-convention workshops and tours will be offered for those interested on the morning of Friday, April 12th, usually starting at 8:30am. The official convention opening is at 2:00pm on Friday, April 12th and finishes at noon on Sunday, April 14th. The AVICC banquet will be held on Saturday night. Accommodation information has been posted on our website.

To make the content of the annual AVICC Convention more widely available, the AVICC Executive has decided that, for the 2024 Convention, we will record sessions taking place in the plenary space and make them available after the convention. In addition, elections for the 2024/25 AVICC Executive Committee will be open to all members, not just those in attendance at the in-person convention. Registration will be available in early February, and further detailed information about the convention will be communicated to members and posted on our website as it becomes available.

Please find attached five documents relating to the 2024 AVICC AGM & Convention for your consideration and action:

1. **RESOLUTIONS- DEADLINE FEBRUARY 7, 2024**
   The AVICC Executive is putting out a first call for resolutions to be considered at the 2024 AVICC AGM & Convention. AVICC members may now submit board or council endorsed resolutions following the requirements outlined in the attached Call for Resolutions. The deadline for resolutions is **noon on Thursday February 7th, 2024**. Submitting resolutions well ahead of the deadline is strongly encouraged to allow time to review submissions with the sponsoring local government.

2. **NOMINATIONS- DEADLINE FEBRUARY 7, 2024**

The AVICC Nominating Committee is now accepting nominations for elected official members to serve on the 2024/25 AVICC Executive Committee. The deadline for nominations is **noon on Thursday February 7, 2024**. A Nomination Form and information about the positions on the AVICC Executive Committee is attached.

### 3. SESSION PROPOSALS- DEADLINE DECEMBER 4, 2023

Is there a topic that you would like to hear about? Do you have a speaker you would like to suggest? Send in your suggestions by completing the attached form and submitting it to info@avicc.ca by **Monday, December 4, 2023**. The AVICC Executive will review all session proposals at our December meeting and confirm the sessions at our January meeting.

### 4. STUDENT PARTICIPATION PROGRAM- DEADLINE JANUARY 4, 2024

It is important for current local leaders to engage with the youth in their communities to encourage higher civic engagement and ultimately, to increase interest in pursuing a career within local government. The AVICC Executive would like to encourage members to invite interested local secondary or post-secondary students to apply to attend the Convention business sessions in 2024. AVICC will waive the registration fee and reimburse 50% of the travel expenses up to a maximum of $1000 per successful student applicant. The sponsoring member local government will be responsible for working with the student to arrange travel and cover additional expenses. To sponsor a student in your community, please ask them to complete and submit the attached 2024 AVICC AGM & Convention Student Participation Application by **January 4, 2024.**

### 5. AVICC MEMBER PHOTOS- DEADLINE MARCH 1, 2024

In honour of 75 years representing local government on Vancouver Island and in Coastal Communities, the AVICC Executive is asking members to provide photos that may be displayed at the Convention to celebrate the diversity, successes, and beauty of our communities. Please send photos of your communities, your Boards or Councils, past AVICC Conventions, or anything else you are proud of as a local government. As AVICC only has one employee, please **submit your photos using the attached PowerPoint template by March 1, 2024** (unformatted photos will not be accepted.) A sample submission has been included in the first slide, and additional formatted slides can be added through the 'New Slide' function. Please ensure that you have permission from the photographer and any people in the photos to use it in a slide show at the AVICC Convention.

Please feel free to reach out to AVICC Executive Coordinator, Theresa Dennison, at tdennison@avicc.ca if you have any questions or require further information about any of the opportunities relating to planning for AVICC's 75th AGM & Convention.

We look forward to seeing you in Victoria!

Association of Vancouver Island and Coastal Communities
236.237.1202
info@avicc.ca
www.avicc.ca

*The AVICC acknowledges that we are grateful to live, work, and play on the traditional territories of the Coast Salish, Nuu-Chah-Nulth and Kwak-Waka'wakw Peoples*

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# 2024 AGM & CONVENTION

# CALL FOR NOMINATIONS FOR AVICC EXECUTIVE

AVICC members elect directors to the Executive Committee at the AGM. The Executive Committee ensures that the policies set by the general membership are carried forward, and provides direction for the Association between annual meetings. This circular is notice of the AVICC Executive Committee positions open for nomination, and the procedures for nomination.

## 1. POSITIONS OPEN TO NOMINATIONS

The following positions are open for nomination:

- President
- First Vice-President
- Second Vice-President
- Director at Large (3 positions)
- Electoral Area Representative

## 2. NOMINATION PROCESS AND QUALIFICATIONS FOR OFFICE

Candidates must be an elected official of an AVICC member and must be nominated by two elected officials of an AVICC member. Background information on the key responsibilities and commitments of an AVICC Executive member is provided following the nomination form. The Chair of the 2024 Nominating Committee is Past President Ian Morrison.

## 3. NEXT STEPS

The Nominating Committee will review the credentials of each candidate for eligibility. A Report on Nominations including a photo and biography will be prepared under the direction of the Nominating Committee, and distributed prior to the Convention.

**To be included in the Report on Nominations,**
**Nominations Must Be Received by 4:30 PM, Thursday, February 7, 2024**

## 4. AT CONVENTION

Candidates may also be nominated at the Convention from the floor. Candidates and their two nominators must be elected officials of an AVICC member.

## 5. SUBMISSION INFORMATION

All submissions should be forwarded to:

**Past President Ian Morrison, Chair, 2024 Nominating Committee**
**c/o AVICC**
**P.O. Box 28058**
**Victoria, BC V9B 6K8**
Phone: (236) 237-1202
email: info@avicc.ca

# NOMINATIONS FOR THE 2024-25 AVICC EXECUTIVE

We are qualified under the AVICC Constitution to nominate[1] a candidate and we nominate:

Candidate Name: _____

Local Government Position (Mayor/Councillor/Director): _____

Local Government Represented: _____

**AVICC Executive Office** Nominated For: _____

MEMBERS NOMINATING THE CANDIDATE:

Printed Name: _____ Printed Name: _____

Position: _____ Position: _____

Muni/RD: _____ Muni/RD: _____

Signature: _____ Signature: _____

## CONSENT FORM

I consent to this nomination and attest that I am qualified to be a candidate for the office I have been nominated for pursuant to the AVICC Bylaws and Constitution[2]. I also agree to provide the following information to info@avicc.ca by **4:30 PM, Thursday February 7, 2024:**

- Photo in digital format
- Biographical information of approximately 300 words that may be edited by AVICC

Printed Name: _____

Current Position: _____

Muni/RD/FN: _____

Signature: _____

Date: _____

1 Nominations require two elected officials of local governments that are members of the Association.

2 All nominees must be an elected official of an AVICC member. Nominees for the position of Electoral Area Representative must be an Electoral Area Director.

**Return To: Past President Ian Morrison, Chair, Nominating Committee,**
**c/o AVICC, P.O. Box 20858, Victoria, BC V9B 6K8**
**or via email to info@avicc.ca**

# BACKGROUND INFORMATION FOR CANDIDATES TO THE AVICC EXECUTIVE

## AVICC EXECUTIVE ELECTED POSITIONS

The AVICC Bylaws[1] include detailed information about the AVICC Executive elections, positions, and roles. The AVICC elected positions and responsibilities of each are as follows:

### PRESIDENT

- Acts as Meeting Chair;
- Participates in discussion, provides and votes on motions;
- Approves communications, meeting agendas, and financial transactions;
- Represents AVICC at external meetings and reports back to the AVICC Executive;
- Provides staff oversight;
- Handles all media relations;
- Hosts the AVICC luncheon at the UBCM Convention;
- Oversees the planning of the AVICC AGM & Convention; and
- Other functions as assigned by the AVICC Executive Committee.

### FIRST VICE-PRESIDENT and SECOND VICE-PRESIDENT

- Acts as Meeting Chair if the President is absent from the meeting;
- Acts in the role of President in their absence;
- Participates in discussion, provides and votes on motions; and
- Other functions as assigned by the AVICC Executive Committee.

### DIRECTORS AT LARGE (THREE POSITIONS) AND ELECTORAL AREA DIRECTOR

- Participates in discussion, provides and votes on motions.

## IMMEDIATE PAST-PRESIDENT (APPOINTED POSITION)

The immediate Past-President remains part of the AVICC Executive and acts in an advisory role to the President. The Past-President participates in discussion, provides and votes on motions, and acts as the Chair of the Nominating Committee.

## EMPLOYEE

The Association has one full-time permanent staff person, who provides the key administrative and operational functions for the organization, and who reports to the AVICC President on behalf of the AVICC Executive. AVICC's employee also acts as Secretary-Treasurer of the Association.

[1] https://avicc.ca/wp-content/uploads/2018/10/2018-Bylaws-final-1.pdf

## EXECUTIVE MEETINGS

The full Executive meets in person seven times a year (5 virtual and 2 in-person), following this general pattern:

- June- virtual
- August- virtual
- October- in-person
- December- virtual
- January- virtual
- March- virtual
- Thursday preceding the Annual Convention (afternoon)- in-person

If required, there may be a brief administrative meeting onsite after convention. Executive meetings (other than those in conjunction with the Convention) are generally held on a Friday. The October in-person meeting is typically held in Nanaimo. Travel expenses and a per diem for meals and incidentals are provided for in-person Executive Meetings (with reimbursement for only the added expenses that would not normally be incurred for attending the annual Convention).

**AVICC 2024 Convention**
**April 12-14, 2024**
**Victoria Conference Centre**

# CALL FOR SESSION SUBMISSIONS

Thank you for your interest in participating in the 2024 AVICC Convention. It will be held Friday through Sunday, April 12-14, 2024, at the Victoria Conference Centre in downtown Victoria.

To submit a proposal, fill in the information requested below and email this document back as a **word document** to info@avicc.ca.

The deadline for submissions is Monday, **December 4, 2023.**

There are limited spots on the program including 45- to 60-minute plenary presentations, 60 minute concurrent workshops on Saturday afternoon, and two to three hour pre-convention workshops and study tours on Friday morning.

Delegates encourage sessions that involve multi-party perspectives (panels) and that are interactive, rather than "talking head" presentations. Topics should be relevant to our members, focusing on the important issues impacting elected officials and their communities.

| | |
|---|---|
| Title of Session: | |
| Name of Organization: | |
| Contact Person Name: | |
| Phone: | |
| Address: | |
| Email: | |

| | |
|---|---|
| Session Description (for review of AVICC Executive Committee. This information will also be used in program materials): | |
| Proposed Session Length: | |
| Preferred Time and Day: | |
| Audio Visual Requirements: | |
| Travel or other expenses if any: | |
| # of Proposed Presenters: | |
| Name - Presenter #1: | |
| Bio and Organization - Presenter #1: | |
| Name - Presenter #2: | |
| Bio and Organization - Presenter #2: | |
| Name - Presenter #3: | |
| Bio and Organization - Presenter #3: | |

| | |
|---|---|
| Name - Presenter #4: | |
| Bio and Organization - Presenter #4: | |
| Any other Information or requirements: | |

Successful applicants must confirm their session description, session title, and final list of presenters with AVICC by January 31st, 2024 for inclusion in the brochure and program.

Changes to presenters or failure to meet this deadline may result in the session being cancelled.

Presenters agree to submit all PowerPoint presentations by March 29th, 2024.

**I agree to the above conditions and deadlines:**

Signature: _____

Name: _____

Date: _____

# 2024 AVICC AGM & Convention

## Student Participation Program

**Deadline January 4, 2024**

The Association of Vancouver Island and Coastal Communities (AVICC) is hosting their 2024 AVICC AGM & Convention in Victoria at the Victoria Conference Centre from April 12-14, 2024. The Convention brings together elected officials and staff from 53 local governments on Vancouver Island and in BC coastal communities, provincial representatives, and other local government partners. Our members gather at our annual convention to network, learn, and discuss the issues and policies that are important to our local communities.

The AVICC Executive would like to encourage members to invite interested local secondary or post-secondary students to apply to attend the Convention business sessions in 2024. AVICC will waive the registration fee and reimburse 50% of the travel expenses up to a maximum of $1000 per successful student applicant.

The sponsoring member local government will be responsible for working with the student to arrange travel and cover additional expenses. AVICC is not responsible for the student throughout the convention, and sponsoring local government members are responsible to ensure that the student has a safe and positive experience, and that the convention code of conduct is upheld.

Planning for the 2024 Convention is currently underway. It will follow the same format as the 2023 AVICC AGM & Convention Program with business sessions taking place as follows:

- Friday, April 12, 2024: 2:00pm-7:30pm (welcome reception included)
- Saturday, April 13, 2024: 7:30am-4:30pm (banquet not included)
- Sunday, April 14, 2024: 7:30am-12:00pm

Light snacks, breakfast on Saturday and Sunday, and lunch on Saturday are included in the complimentary registration. A ticket to the banquet is not included.

By exposing youth to local government, they will be familiarized with it – thereby increasing the likeliness that they participate on more levels with their local government over time. It is important for current local leaders to engage with the youth in their communities to encourage higher civic engagement and ultimately, to increase interest in pursuing a career within local government.

Please complete and submit the attached application form **via email to** info@avicc.ca by **noon on January 4, 2024**.

The AVICC Executive will be evaluating and approving applications for participation in the 2024 AVICC AGM & Convention student program at their January Executive meeting, and all applicants will be contacted by the end of January regarding the status of their application.

If you have any questions or require further information, please contact Theresa Dennison, AVICC Executive Coordinator, at 236-237-1202 or tdennison@avicc.ca.

# 2024 AVICC AGM & Convention

## Student Participation Application

Deadline January 4, 2024

### Member Organization- Sponsor

Organization _____

Contact Name _____

Contact Email _____

Contact Phone _____

### Student Applicant Information

Student Name _____

Student Email _____

Student Phone _____

Institution/School _____

Area of Study/Grade _____

Why would you like to attend the 2024 AVICC AGM & Convention?

Provide some examples of ways youth can participate in local government. How do you participate in civic engagement in your community?

The sponsoring AVICC member organization and the student applicant mutually support this application and have read and agree to the guidelines provided with this application.

**Sponsoring AVICC Member**

Name: _____

Position: _____

Signature: _____

Date: _____

**Student Applicant**

Name: _____

Signature: _____

Date: _____

Please submit applications by January 4, 2024 via email to info@avicc.ca

## 2024 AGM & CONVENTION

# RESOLUTIONS NOTICE
# REQUEST FOR SUBMISSIONS

The AVICC Executive is calling for resolutions to be considered at the 2024 AGM and Convention that, subject to public health order restrictions, will be held in Victoria at the Victoria Conference Centre as an in-person event from April 12-14, 2024.

Members are asked to submit resolutions that meet the requirements outlined in the following pages.

## DEADLINE FOR RESOLUTIONS

AVICC must receive all resolutions by: **4:30 pm, Thursday, February 7, 2024**

## IMPORTANT SUBMISSION REQUIREMENTS

To submit a resolution to the AVICC for consideration please send a copy of the resolution as a **word document** by email to info@avicc.ca by the deadline. AVICC staff will confirm receipt of the submission via email. If confirmation is not received within 3 business days, the resolution sponsor should follow up by phone at 236-237-1202. A mailed hard copy of the resolution is no longer required.

AVICC's goal is to have resolutions that can be clearly understood and that have specific actions. If a resolution is endorsed, its "therefore clause" will form the basis for advocacy work with other levels of government and agencies. Detailed guidelines for preparing a resolution follow, but the basic requirements are:

- Resolutions are only accepted from AVICC member local governments and must have been endorsed by the Board or Council.
- Members are responsible for submitting accurate resolutions. AVICC recommends that local government staff assist in drafting the resolutions, in checking the accuracy of legislative references, and be able to answer questions from AVICC & UBCM about each resolution. If necessary, please contact AVICC staff for assistance in drafting the resolution.
- Each resolution **must include a separate backgrounder** that is a maximum of 3 pages and specific to a **single** resolution. Each resolution submitted must have a separate backgrounder; do not combine backgrounders into a single document. The backgrounder may include links to other information sources and reports.
- Sponsors should be prepared to speak to their resolutions at the Convention.
- Resolutions must be relevant to other local governments within AVICC rather than specific to a single member government.
- The resolution must have at least one "whereas" clause and should not contain more than two "whereas" clauses. Each whereas clause must have only **one sentence**.

## LATE AND OFF THE FLOOR RESOLUTIONS

a. A resolution submitted after the regular deadline is treated as a "Late Resolution". Late Resolutions must be received by AVICC by noon on **Wednesday, April 10th, 2024.**

b. Late Resolutions are not included in the Resolutions Package sent out to members before the Convention. They are included in the Report on Late Resolutions that is distributed on-site.

c. The Resolutions Committee only recommends Late Resolutions for debate if the topic was not known prior to the regular deadline date, or if it is emergency in nature.

d. Off the Floor Resolutions are considered after all resolutions in the Resolutions Book and all Late Resolutions have been considered. Off the Floor Resolutions must be submitted in writing to the Chair of the Resolutions Session as soon as practicable, and copies must be made available to all delegates no later than 9:00am on Sunday morning. Contact AVICC staff for more information about how to organize an Off the Floor Resolution for consideration.

e. The full Convention Rules, including detailed information about the process for Late and Off the Floor Resolutions, will be published and distributed to members in advance of the Convention.

## AVICC RESOLUTIONS PROCEDURES

UBCM urges members to submit resolutions to their Area Association for consideration. Resolutions endorsed at the AVICC annual meeting, except those that are considered to be regional in nature by UBCM (see below) are submitted automatically to UBCM for consideration.

A resolution deemed by UBCM to be specific to the AVICC region is considered a Regional Resolution and will not be automatically submitted to UBCM for consideration at the UBCM annual meeting, and instead will remain with AVICC, where it may be actioned.

UBCM has observed that submitting resolutions first to an Area Association results in better quality resolutions overall. Local governments may submit Council- or Board-endorsed resolutions directly to UBCM prior to June 15th, 2024. Detailed instructions are available on the UBCM website.

### RESOLUTIONS PROCESS

1. Members submit resolutions to AVICC for debate. All resolutions submitted to AVICC are forwarded to UBCM staff for analysis, comment, and recommendations.

2. For some resolutions, which focus on issues specific to the AVICC region, UBCM will indicate that they are considered a Regional Resolution and that it won't be admitted to UBCM for debate should it be endorsed. AVICC will work with local governments to address issues identified by UBCM staff to ensure the resolution reflects the intention of the local government.

3. The AVICC Resolutions Committee reviews and finalizes the recommendations, and the Resolutions Book is published and sent to members in advance of the annual meeting.

4. AVICC conveys any Regional Resolutions endorsed at their annual meeting to the appropriate level of government, or takes other action as determined by the AVICC Executive.

5. AVICC submits all other resolutions endorsed at its Convention to UBCM.

6. The UBCM Resolutions Committee reviews the resolutions for submission to its Convention.

7. Resolutions endorsed at the UBCM Convention are submitted by UBCM to the appropriate level of government for response.

8. UBCM will forward the response to the resolution sponsor for review.

## AVICC & UBCM RESOLUTIONS GUIDELINES

**The Construction of a Resolution:**
All resolutions contain a preamble – the whereas clause(s) – and an enactment clause. The preamble describes ***the issue*** and the enactment clause outlines ***the action*** *being* requested of AVICC and/or UBCM. A resolution should answer the following three questions:

a) **What is the problem?**
b) **What is causing the problem?**
c) **What is the best way to solve the problem?**

**Preamble:**
The preamble begins with "WHEREAS" and is a concise sentence about the nature of the problem or the reason for the request. It answers questions (a) and (b) above, stating the problem and its cause, and should explain, clearly and briefly, the reasons for the resolution.

The preamble should contain no more than two "WHEREAS" clauses. Supporting background documents can describe the problem more fully if necessary. Do not add extra clauses.

Only one sentence per WHEREAS clause.

**Enactment Clause:**
The enactment clause begins with the phrase "Therefore be it resolved" and is a concise sentence that answers question (c) above, suggesting the best way to solve the problem. **The enactment should propose a specific action by AVICC and/or UBCM.**

Keep the enactment clause as short as possible, and clearly describe the action being requested. The wording should leave no doubt about the proposed action.

## HOW TO DRAFT A RESOLUTION

### 1. Address one specific subject in the text of the resolution.

Because your community seeks to influence attitudes and inspire action, limit the scope of a resolution to one specific subject or issue. If there are multiple topics in a resolution, the resolution may be sent back to the sponsor to rework and resubmit.

### 2. For resolutions to be debated at UBCM, focus on issues that are province-wide.

The issue identified in the resolution should be relevant to other local governments across BC. This will support productive debate and assist UBCM to represent your concern effectively to the provincial or federal government on behalf of all BC municipalities and regional districts. Local governments are welcome to submit resolutions that address issues specific to the AVICC region. A resolution that addresses a topic specific to the AVICC region may not be entered for debate during the UBCM Convention but may be actioned by the AVICC Executive if endorsed.

### 3. Use simple, action-oriented language.

Explain the background briefly and state the desired action clearly. Delegates can then debate the resolution. Resolutions that are unclear or that address multiple topics may end up with amendments at the Convention.

### 4. Check legislative references for accuracy.

Research the legislation on the subject so the resolution is accurate. Where necessary, identify:

- the correct jurisdictional responsibility (responsible ministry or department, and whether provincial or federal government); and
- the correct legislation, including the title of the *Act* or regulation.

### 5. Provide factual background information.

Even a carefully written resolution may not be able to convey the full scope of the problem or the action being requested. Provide factual background information to ensure that the intent of the resolution is fully understood for the purpose of debate and UBCM can advocate effectively with other levels of government and agencies.

Each resolution **must include a separate backgrounder** that is a maximum of 3 pages and specific to a single resolution. Do not submit a single backgrounder relating to multiple resolutions. The backgrounder may include links to other information sources and reports.

Resolutions submitted without background information **will not be considered** until the sponsor has provided adequate background information. This could result in the resolution being returned and having to be resubmitted.

### 6. Construct a brief, descriptive title.

A title identifies the intent of the resolution. It is usually drawn from the "enactment clause" of the resolution. For ease of printing in the Annual Report and Resolutions Book and for clarity, a title should be no more than three or four words.

## TEMPLATE FOR A RESOLUTION

Whereas << *this is the area to include an issue statement that outlines the nature of the problem or the reason for the request* >> ;

And whereas << *if more information is useful to answer the questions - what is the problem? what is causing the problem?*>> :

Therefore be it resolved that AVICC & UBCM << *specify here the action(s) that AVICC & UBCM are being asked to take on, and what government agency the associations should be contacting to solve the problem identified in the whereas clauses* >>.

*If absolutely necessary, there can be a second enactment clause (the "therefore" clause that specifies the action requested) with the following format:*

And be it further resolved that << *specify any additional actions needed to address the problem identified in the whereas clauses* >>.

1-500 Lower Ganges Road, Salt Spring Island, BC V8K 2N8
Telephone **(250) 537-9114** Fax (250) 537-9116

Toll Free via Enquiry BC in Vancouver (604) 660-2421.
Elsewhere in BC **1-800-663-7867**

Email ssiinfo@islandstrust.bc.ca

Web www.islandstrust.bc.ca

October 30, 2023 File No: 11-5770-30-10

Via e-mail: FIN.minister@gov.bc.ca

The Honourable Katrine Conroy
Minister of Housing
Room 153 Parliament Buildings
Victoria, BC, V8V 1X4

Dear Minister Conroy,

**Re: Speculation and Vacancy Tax**

The Salt Spring Island Local Trust Committee passed the following resolution on October 12, 2023:

> *''That the Salt Spring Island Local Trust Committee request staff to send a letter from the LTC Chair to Honourable Katrine Conroy Minister of Finance and copy Honourable Ravi Kahlon Minister of Housing which references the September 7, 2023 letter from Colin Plant, CRD Board Chair to Minister Conroy, and requests the province to examine the projected effect of the Speculation and Vacancy Tax on the housing conditions on Salt Spring Island, before considering including the Salt Spring Island Electoral Area in the Speculation and Vacancy Tax taxable area."*

We generally agree with the rationale provided in Colin Plant, Capital Regional District Chair's September 7, 2023 letter to you. However, we would like to request that the Province examine the projected effect of the Speculation and Vacancy Tax on the housing conditions on Salt Spring Island. Salt Spring Island is the most populated Gulf Island and deserves to be considered separately from the other islands in the Islands Trust Area. It would be useful to review if the tax would assist in resolving the lack of available housing options which is causing severe impacts for Salt Spring Island employers.

Yours sincerely,

Timothy Peterson
Chair, Salt Spring Island Local Trust Committee
Islands Trust

Cc: The Honourable Ravi Kahlon, MLA, Minister of Housing
Adam Olsen, MLA, Saanich North and the Islands
Salt Spring Island Local Trust Committee
Islands Trust Executive Committee
Islands Trust website

Islands Trust

Print Date: November 17, 2023

**Follow Up Action List**

# 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. Updated Project charter approved March 2023. (Strategic Plan 3.1, 4.4 , 5.6, 5.7) | Clare Frater<br>Russ Hotsenpiller | Rec'd: 26-Feb-2020<br>Target: 26-Sep-2023 |

| 2. *First Nations Reconciliation* | Responsible | Dates |
|---|---|---|
| Develop Islands Trust First Nations Reconciliation and engagement planning (Strategic Plan Items 4.5 & 4.6) | Russ Hotsenpiller | Rec'd: 02-Sep-2020 |

| 3. *Provincial Funding Strategy* | Responsible | Dates |
|---|---|---|
| Develop a strategy to request additional funding from the Province, including revisiting the provincial grant funding formula to the Islands Trust. | Russ Hotsenpiller | Rec'd: 07-Mar-2023 |

| 3. *Request for Provincial Review* | Responsible | Dates |
|---|---|---|
| Per Trust Council request respond to Minister Kang to the effect that Trust Council will revisit the request for a review of Islands Trust mandate, governance and structure and provide the minister with an update. | Russ Hotsenpiller | Rec'd: 08-Mar-2023<br>Target: 06-Dec-2023 |

# Active Projects Report

## Executive Committee

| 4. *Strategic Planning* | Responsible | Dates |
|---|---|---|
| Guide the development and implementation of the Islands Trust Strategic Plan. | Russ Hotsenpiller | Rec'd: 03-May-2023 |

| 5. *Communications* | Responsible | Dates |
|---|---|---|
| Development of an Islands Trust Communications Strategy. | Clare Frater<br>Russ Hotsenpiller | Rec'd: 03-May-2023 |

Islands Trust

Print Date: November 17, 2023

**Follow Up Action List**

# Future Projects Report

## Executive Committee

| 1. *Marine Ecosystems* | Responsible | Date Received |
|---|---|---|
| Advance the preservation and protection of marine ecosystems. | | 03-May-2023 |

| 2. *MOTI MOU's* | Responsible | Date Received |
|---|---|---|
| To engage with the Ministry of Transportation on a updated Memorandum of Understanding. | | 03-May-2023 |

| 3. *Climate Change Emergency* | Responsible | Date Received |
|---|---|---|
| Programming associated with the Climate Change declaration of the Islands Trust. | | 03-May-2023 |

| 4. *Request to Minister for Review of Islands Trust* | Responsible | Date Received |
|---|---|---|
| To follow up on the request by Trust Council for a review of the Islands Trust by the Minister of Municipal Affairs. | | 01-Nov-2023 |

| 5. *Summary of requests by Trust Council to approach the Province to provide ongoing funding to the Islands Trust* | Responsible | Date Received |
|---|---|---|
| This work item is the combination of a number of requests by Trust Council (March 2023), (July 2023) and previous terms to develop a strategy to request further funding from the Province. | | |