Executive Committee
Revised Agenda

Date: Wednesday, February 28, 2024
Time: 9:15 am
Location: Electronic meeting, Public venue
Islands Trust
200-1627 Fort Street
Victoria, BC V8R 1H8

Pages

1. CALL TO ORDER

2. APPROVAL OF AGENDA

2.1 Introduction of New Items

2.1.1 10.1.10 correspondence dated 2024-02-26 from Tollefson Law re: Salt Spring Proposed Bylaw No. 537 — *8 - 13*

2.1.2 7.3.5.4.5.3 Developing the Islands Trust Water Balance Methodology using Gabriola as a Case Study – Briefing — *14 - 16*

2.2 Approval of Agenda

2.2.1 Agenda Context Notes — 17 - 17

3. RISE AND REPORT DECISIONS FROM PREVIOUSLY CLOSED MEETING

None

4. ADOPTION OF MINUTES

4.1 Draft Executive Committee minutes of January 17, 2024 — 18 - 27

For review and adoption

4.2 Draft Executive Committee minutes of January 31, 2024

Pending

5. FOLLOW UP ACTION LIST AND UPDATES

5.1 Follow Up Action List/Director/CAO Updates — 28 - 34

5.2 Local Trust Committee Chair Updates

5.3 Islands Trust Conservancy Liaison Update

6. BYLAWS FOR APPROVAL CONSIDERATION

6.1 Denman Island Local Trust Committee Bylaw Nos. 228 & 229 35 - 78

1. THAT the Islands Trust Executive Committee approve Denman Island Local Trust Committee Bylaw No. 228, cited as "Denman Island Official Community Plan, 2008, Amendment No. 1, 2018" in accordance with Section 27 of the *Islands Trust Act*.

2. THAT the Islands Trust Executive Committee approve Denman Island Local Trust Committee Bylaw No. 229, cited as "Denman Island Land Use Bylaw, 2008, Amendment No. 1, 2018" in accordance with Section 27 of the *Islands Trust Act*.

6.2 Gambier Island Local Trust Committee Bylaw No. 158 79 - 99

1. THAT the Islands Trust Executive Committee approve Gambier Island Local Trust Committee Bylaw No. 158, cited as "Keats Island Land Use Bylaw, 2002, Amendment No. 1, 2023" in accordance with Section 27 of the *Islands Trust Act*.

6.3 North Pender Island Local Trust Committee Bylaw No. 226 100 - 111

THAT the Islands Trust Executive Committee approve North Pender Island Local Trust Committee Bylaw No. 226, cited as "North Pender Island Local Trust Committee Fees Bylaw, 2021" in accordance with Section 27 of the *Islands Trust Act*.

6.4 North Pender Island Local Trust Committee Bylaw No. 234 112 - 133

1. THAT the Islands Trust Executive Committee approve North Pender Island Local Trust Committee Bylaw No. 234, cited as "North Pender Island Land Use Bylaw No. 224, 2022, Amendment No. 1, 2023" in accordance with Section 27 of the *Islands Trust Act*.

6.5 Salt Spring Island Local Trust Committee Bylaw No. 537 134 - 149

1. THAT the Islands Trust Executive Committee approve Salt Spring Island Local Trust Committee Bylaw No. 537, cited as " Salt Spring Island Local Trust Committee Land Use Bylaw No. 355, 1999, Amendment Bylaw No. 2, 2023" in accordance with Section 27 of the *Islands Trust Act*.

7. TRUST COUNCIL MEETING PREPARATION

7.1 Executive

7.1.1 March Trust Council 3-day Schedule 150 - 150

Confirm start time or date change for Executive Committee meeting.

7.1.2 March Trust Council Draft Agenda

CAO to speak

7.1.3 December Trust Council Draft Minutes 151 - 166

7.1.4 Trust Council Resolutions Without Meeting

None.

7.1.5 Chief Administrative Officer - Report

Pending

7.1.6 Trust Council FUAL 167 - 183

7.1.7 Strategic Plan Session 184 - 184

7.1.7.1 June 2023 SWOT 185 - 189

7.1.7.2 Strategic Plan 190 - 201

7.1.8 Committee of the Whole - Meeting Procedures Bylaw Amendment - RFD 202 - 206

That Trust Council give Bylaw 196, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2024". First reading.

That Trust Council give Bylaw 196, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2024". Second reading.

That Trust Council give Bylaw 196, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2024". Third reading.

7.1.9 Records Management System Bylaw No. 195 - RFD 207 - 212

1. That Islands Trust Council Bylaw 195, cited as the "Islands Trust Council Records Management System Bylaw, 2024", be Read a First Time.
2. That Islands Trust Council Bylaw 195, cited as the "Islands Trust Council Records Management System Bylaw, 2024", be Read a Second Time.
3. That Islands Trust Council Bylaw 195, cited as the "Islands Trust Council Records Management System Bylaw, 2024", be Read a Third Time.

7.1.10 June Trust Council Draft 3 Day Schedule 213 - 213

7.1.11 Trust Council Top Priorities Active Projects Chart 214 - 215

7.1.12 Governance Committee Work Plan 216 - 216

7.2 Planning Services

7.2.1 Director of Planning Services - Report 217 - 221

7.2.2 Bylaw Compliance & Enforcement Statistical Report - BRF 222 - 227

7.2.3 Bylaw Compliance and Enforcement Review Project - RFD 228 - 232

That Trust Council approve Bylaw Compliance and Enforcement Review Project Charter V1.

7.2.4 Regional Planning Committee Work Plan 233 - 238

7.3 Administrative Services

7.3.1 Director of Administrative Services - Report 239 - 243

7.3.2 Q3 Financial Report - RFD 244 - 251

7.3.3 Q3 Financial Forecast - BRF 252 - 259

7.3.4 Financial Planning Committee Work Plan 260 - 260

7.3.5 Budget Materials

7.3.5.1 Draft Budget Session Outline 261 - 261

7.3.5.2 Draft Budget Assumptions and Principles 262 - 268

7.3.5.3 Budget Overview - BRF 269 - 287

7.3.5.4	Draft Budget Funding Requests	
7.3.5.4.1	Business Case Summaries	288 - 296
7.3.5.4.2	Strategic Plan Projects	297 - 299
7.3.5.4.2.1	EC: Policy Statement Amendment Project	300 - 309
7.3.5.4.2.2	TPC: Secretariat Services	310 - 314
7.3.5.4.2.3	RPC: Housing Needs Assessment: North/South Gulf Islands	
7.3.5.4.2.4	RPC: Housing Strategy and Housing Options Toolkit	315 - 317
7.3.5.4.3	Operational Projects and Staffing	
7.3.5.4.3.1	Building Footprint GIS Data Layer Update	318 - 324
7.3.5.4.3.2	Bylaw Portal Licensing and Implementation	325 - 337
7.3.5.4.3.3	SSI Office Relocation	338 - 349
7.3.5.4.3.4	Microsoft 365 Upgrade - BRF	350 - 351
7.3.5.4.3.5	GIS Coordinator	352 - 362
7.3.5.4.3.6	CAOHC: Hiring an Executive Search Firm	363 - 367
7.3.5.4.4	ITC Board Budget Requests - BRF	368 - 400
7.3.5.4.5	LTC Projects - Budget Requests and Feasibility	
7.3.5.4.5.1	Planning Services – Projects Feasibility Assessment - BRF	401 - 404
7.3.5.4.5.2	Denman - OCP and LUB Housing Policy Review	405 - 408
7.3.5.4.5.3	Gabriola - OCP and LUB Comprehensive Review	409 - 412
7.3.5.4.5.4	Mayne - Housing Options	413 - 415
7.3.5.4.5.5	North Pender - Housing Access and Affordability	416 - 418
7.3.5.4.5.6	Hornby - Relationship Building Actions with K'ómoks First Nation	419 - 426
7.3.5.4.5.7	Salt Spring - OCP and LUB Review	427 - 432
7.3.5.4.5.8	Salt Spring - Ganges (Shiya'hwt/SYOWT) Village Area Plan	433 - 437
7.3.5.4.6	Funding for Water Sustainability Projects on Salt Spring Island - RFD	438 - 440
7.3.5.4.6.1	SSI: Watershed Protection Plan Coordination	441 - 445
7.3.5.4.6.2	SSI: Water Monitoring	446 - 450
7.3.5.4.6.3	SSI: Proof of Water	451 - 454
7.3.5.4.7	Unfunded Projects:	
7.3.5.4.7.1	TPC: Stewardship Education Program	455 - 458
7.3.5.4.7.2	Eelgrass Mapping - Phase 2 - BRF	459 - 464
7.3.5.5	Financial Plan Bylaw - RFD	465 - 470
7.3.5.6	Revenue Anticipation Borrowing Bylaw - RFD	471 - 473
7.4	Trust Area Services	
7.4.1	Director of Trust Area Services - Report	474 - 478

7.4.2 Policy Statement Amendment Project Update - BRF 479 - 484
7.4.3 Media/Social Media Session Outline 485 - 485
7.4.4 Communications Plan - BRF
Pending EC agenda item 8.2.2.2
7.4.5 Legislative Monitoring - RPT & BRF 486 - 521
7.4.6 Climate Change - BRF 522 - 534
7.4.7 Islands Trust Conservancy Report 535 - 536
7.4.8 Trust Programs Committee Work Program 537 - 538
7.5 New Business
7.5.1 Advice to Trust Council - Improve Trustee Access to Agendas in HTML - RFD 539 - 543
Trustees: Boland, Borthwick, Elliott, Evans, Fast, Gauvreau, Peterson
That Trust Council direct staff to prepare a report with options and recommendations for providing meeting agendas in HTML as well as PDF versions.
7.6 Delegation Requests
7.6.1 Maxine Leichter, Friends of the Gulf Islands Society 544 - 547
7.6.2 Ian Peace, Gulf Islands Alliance 548 - 550
7.7 Correspondence
7.7.1 2024-01-19 Regional District of Nanaimo -Legislative Reform Initiative Update 551 - 585
7.7.2 2024-02-05 M. Wilde - Trust Mandate 586 - 586
7.7.3 2024-02-06 E Kelly - Gabriola 587 - 587
7.7.4 2024-02-08 V Poster - Protect the Gulf Islands. It's your job! 588 - 588
7.7.5 2024-02-15 G Bywater - Secret Change to the Trust Act 589 - 589
8. EXECUTIVE COMMITTEE PROJECTS
8.1 Trust Council Initiated
8.1.1 Executive
8.1.2 Trust Area Services
8.1.2.1 Islands Trust 50th Anniversary Logo - BRF 590 - 592
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
8.2.2.1 Advocacy re: guidance for heritage protection - BRF 593 - 597
Context Notes

8.2.2.2 Communications Plan - BRF 598 - 604

8.2.3 Planning Services

8.2.3.1 Withdraw Complete Communities Grant Application - RFD 605 - 606

That the Executive Committee of the Islands Trust request staff to withdraw the application for the Union of British Columbia Municipalities Complete Communities Grant to advance data gathering and mapping work supporting OCP reviews and Housing Projects.

8.2.4 Administrative Services

9. NEW BUSINESS

9.1 Executive/Trust Council

9.1.1 Potential next steps with MOTI re: the establishment of an Interagency Task Force per agreements - Verbal

Trustee Peterson

9.2 Trust Area Services

9.2.1 LTC Chairs Report on Local Advocacy Topics

9.3 Planning Services

9.4 Administrative Services

9.4.1 Forecasted Areas of Overspending - BRF 607 - 610

10. CORRESPONDENCE (for information unless raised for action)

10.1 Salt Spring Bylaw No. 537

10.1.1 2024-01-28 D Campbell - Please don't pass Bylaw 537 611 - 611

10.1.2 2024-01-28 E Poole - Bylaw 537 612 - 613

10.1.3 2024-01-28 M Leichter - Regarding bylaw 537 for Executive Committee decision 614 - 616

10.1.4 2024-01-28 R Wright - Salt Spring proposed Bylaw 537 617 - 625

10.1.5 2024-01-28 P Lockie - BL 537 626 - 627

10.1.6 2024-01-28 F Attorp - SSI Bylaw 537 628 - 630

10.1.7 2024-01-30 L Bulman - Bylaw 537 Salt Spring Island 631 - 637

10.1.8 2024-01-30 B Henderson - Do not pass bill 537 638 - 638

10.1.9 2024-02-02 Tsawout - Objection to Proposed Salt Spring Bylaw 537 639 - 641

10.2 2024-01-04 F Weller - Sue Big Oil Initiative 642 - 642

GB-2024-004

It was MOVED and SECONDED

that the Gabriola Island Local Trust Committee request correspondence dated January 4, 2024 from Fay Weller, Steven Earle, Deb Ferens, and Greg Blee be forwarded to the Executive Committee to be added to material that Trust Council will be considering regarding the Sue Big Oil initiative.

CARRIED

10.3 2024-01-25 K Ross - HO DE Ferry Advisory Committee 643 - 644

10.4 2024-02-01 A Medeiros - Sidney Island Deer Cull 645 - 646

Context Notes

10.5 2024-02-02 UBCM - Transit-oriented development - Engagement about proposed Land Act changes 647 - 650

10.6 2024-02-05 K Langereis - Friends of the Gulf Islands - Questions submitted 651 - 652

10.7 2024-02-08 Statistics Canada - 2026 Census of Population Dissemination Consultation 653 - 654

10.8 2024-02-09 AVICC - 2024 AVICC AGM & Convention: Registration is now open! 655 - 664

10.9 2024-02-13 UBCM - Housing Summit Day 1 665 - 669

10.10 2024-02-13 ITC - Ministerial approval of ITC acquisition, North Pender 670 - 671

10.11 2024-02-13 ITC - Ministerial approval of ITC acquisition, Gabriola 672 - 673

10.12 2024-02-14 ITC - Highlights of meetings November 21, 2023 and January 23, 2024 674 - 675

10.13 2024-02-21 HO LTC - Support for STVR licensing feasibility study 676 - 676

11. WORK PROGRAM

11.1 Executive Committee Work Program 677 - 679

For review and forwarding to Trust Council

12. NEXT MEETING

The next Executive Committee meeting will be held in person at the Coast Bastion Hotel in Nanaimo on March 12, 2024 start time to be determined.

13. CLOSED MEETING

That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, subject to Sections 90(1),(g) litigation or potential litigation affecting the municipality; and that the recorder and staff attend the meeting.

14. ADJOURNMENT

TollefsonLaw
A LAW CORPORATION
700–1175 Douglas Street
Victoria, BC V8W 2E1
TollefsonLaw.ca
info@TollefsonLaw.ca

February 26, 2024 Our file: 2022-08-0039

Islands Trust ***VIA EMAIL***
200 – 1627 Fort Street
Victoria, B.C.
V8R 1H8

Attn: Executive Committee

Dear Islands Trust Executive Committee:

RE: Salt Spring Proposed Bylaw No. 537

We are counsel to Keep Salt Spring Sustainable ("**KSSS**"), a group of Salt Spring Island residents formed to uphold the island's environmental sustainability and rural character, as protected by Salt Spring Island's Official Community Plan ("**OCP**") and the mandate of the Islands Trust.

We are writing in relation to the Salt Spring Local Trust Committee ("**SSLTC**")'s proposed Bylaw No. 537 ("**BL 537**"). BL 537 is a revised version of an earlier proposed Bylaw No. 530 ("**BL 530**"). BL 530 encountered strong opposition from Salt Spring residents and from the Tsawout First Nation, which has unextinguished Aboriginal rights and title on Salt Spring Island.[1] Ultimately, BL 530 was not passed into law.

KSSS has serious procedural and substantive concerns about the most-recent version of this bylaw – BL 537.

Three readings of BL 537 were completed during a special meeting of the SSLTC held on January 22, 2024. The only agenda item was BL 537.[2] KSSS provided written submissions to the SSLTC for this special meeting. Notably, the SSLTC decided not to hold any public hearing for BL 537 which, as we explain below, raises serious procedural concerns about the process to date. For BL 537 to be adopted, approval by the Islands Trust Executive Committee is required.[3]

For reasons set out below, KSSS asks the Executive Committee to refuse BL 537. In the alternative, KSSS asks the Executive Committee to return the bylaw back to the SSLTC for a meaningful public hearing and adequate consultation and collaboration with affected First Nations.

[1] See enclosed letter from Tsawout First Nation to Louisa Garbo of the Islands Trust dated June 12, 2023, opposing the referral of BL 530 on the basis of inadequate assessment of the future impacts of the bylaw.
[2] Agenda of the Jan. 22, 2024 SSLTC Special Meeting: https://islandstrust.bc.ca/document/salt-spring-ltc-special-meeting-agenda-8/. While the minutes of that meeting are not yet available, a video recording of the meeting is available: https://islandstrust.bc.ca/event/ssi-ltc-sm-2024-1/.
[3] *Islands Trust Act*, R.S.B.C. 1996, c. 239, ss. 22 & 27.

Lack of a Public Hearing

Before any further steps are taken in relation to this matter, the SSLTC must correct the public record and confirm that it was *not* prohibited from holding a public hearing in relation to BL 537. Any suggestion that a public hearing on this bylaw was *prohibited* is wholly erroneous and must be clearly and promptly clarified.

Both the staff report from the December 14, 2023, SSLTC meeting *and* the staff report for the January 22, 2024 special meeting contained the following erroneous statement:

> In fact, in this case, the adoption of *Bill 44 – Housing Statutes (Residential Development) Amendment Act, 2023*[4] stipulates that a public hearing *is prohibited* from being held on this bylaw.[5] (emphasis added)

One of the consequences of Bill 44, now enacted into law,[6] is to amend various parts of the *Local Government Act* with respect to public hearings. While these amendments prohibit public hearings in certain circumstances, these circumstances did not arise or apply here.[7]

Inconsistency with the Official Community Plan

BL 537 is clearly inconsistent with the Salt Spring Island OCP. Having been put on notice of these inconsistencies, the SSLTC cannot lawfully waive the requirement for a public hearing on BL 537 under section 464 of the *Local Government Act*.

For example, BL 537 is inconsistent with the following objectives and policies for Residential Land Use set out in the OCP:

> 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. (emphasis added)
>
> Secondary Suites
>
> B.2.2.2.15 (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. (emphasis added)[8]

---

[4] See Bill 44: https://www.leg.bc.ca/parliamentary-business/legislation-debates-proceedings/42nd-parliament/4th-session/bills/progress-of-bills (accessed on Jan 21, 2023).
[5] See: https://islandstrust.bc.ca/document/salt-spring-ltc-special-meeting-agenda-8/ (accessed on Jan 21, 2023).
[6] *Housing Statutes (Residential Development) Amendment Act, 2023*, S.B.C. 2023, c. 45.
[7] In particular, s. 464(4) of the amended *Local Government Act* is not applicable and nor is there a specific development being contemplated that would trigger section 464(3. See clause 47 of Bill 44: https://www.leg.bc.ca/parliamentary-business/legislation-debates-proceedings/42nd-parliament/4th-session/bills/progress-of-bills (accessed on Jan 21, 2023).
[8] See: https://islandstrust.bc.ca/document/salt-spring-island-ocp-bylaw-no-434-2023/ (accessed on Jan 21, 2023).

TollefsonLaw
A LAW CORPORATION
700 – 1175 Douglas St. | Victoria, BC V8W 2E1 | TollefsonLaw.ca | info@TollefsonLaw.ca

The population increase that is likely to occur due to the adoption of BL 537 does not fall within the "few and minor" exception to the requirement of maintaining island population as expected in 2008 development levels. Furthermore, the proliferation of accessory dwelling units that would be authorized by BL 537 – even if it would be less than amount authorized by BL 530 – is not an "incremental" change nor does BL 537 provide any assurance that the additional units would meet the definition of "affordable housing" in the OCP.[9]

In addition, in their October 12, 2023 report regarding BL 537, SSLTC staff discusses a spot-zoning pilot program that may allow further expansion of accessory dwelling units.[10] The existence of this "pilot program" clearly signals that the impacts and implications of BL 537 will extend far beyond the immediate changes the amendments would introduce. Indeed, through this spot-zoning program, BL 537 could profoundly change how development occurs on Salt Spring.

Requirement for Public and First Nations Consultation

The substance of BL 530 and BL 537 has generated significant public interest as well as concern from First Nations to whom BL 530 was referred. In view of this significant interest, BL 537 must be considered in a manner that provides the public with a proper opportunity – at minimum, a public hearing on the bylaw – to understand and communicate its views. This perspective appears to have been shared by staff in its December 14, 2023 report:

> Given the amount and range of input received on this application through referral responses and public engagement, SS LTC may wish to consider the value of hearing input from the community directly in a public hearing, prior to consideration of third reading.[11]

KSSS strongly urges the Executive Committee to consider the implications of approving BL 537 for the Island Trust's relationship with First Nations whose territory and rights are impacted by decisions of the SSLTC and the Executive Committee. The Tsawout First Nation has a unique stake in this outcome by virtue of their treaty rights and unextinguished Aboriginal rights and title. The Tsawout First Nation has repeatedly registered its opposition to BL 530, as documented in their letter of June 12, 2023. To our knowledge, the Tsawout First Nation has not been consulted nor had an opportunity to express their views on BL 537.

In these circumstances and in light of the Islands Trust's commitments in relation to reconciliation and implementation of the *United Nations Declaration on the Rights of Indigenous Peoples*, the Executive Committee must ensure Tsawout First Nation and other affected Nations are given an opportunity to provide their free, prior, and informed consent in relation to BL 537.

[9] 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."
[10] See page 6 of the October 12, 2023 Regular Meeting Addendum: https://islandstrust.bc.ca/document/salt-spring-ltc-regular-meeting-agenda-addendum-6/.
[11] See: https://islandstrust.bc.ca/document/salt-spring-ltc-regular-meeting-agenda-addendum/ (accessed on Jan 21, 2023).

Conclusion

As outlined above, there are serious substantive and procedural defects with respect to BL 537. Given the facts and circumstances set out above, KSSS asks the Executive Committee to:

1. decline approval of BL 537;[12] or in the alternative,

2. return BL 537 to the SSLTC and direct it to, at minimum:

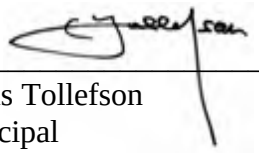
    a. consult with potentially impacted First Nations with a view to obtaining their free, prior, and informed consent; and,

    b. hold a public hearing, ensuring the bylaw is amended or rejected in accordance with their informed assessment of the views of the public.[13]

Yours truly,

TOLLEFSON LAW CORPORATION
Counsel for Keep Salt Spring Sustainable

Per:



Chris Tollefson
Principal
Tel: (250) 888-6074
Email: chris@tollefsonlaw.ca

Enc.

[12] *Islands Trust Act*, R.S.B.C. 1996, c. 239, s. 22(1)(b)(iii).
[13] *Islands Trust Act*, R.S.B.C. 1996, c. 239, s. 22(1)(b)(ii).

TollefsonLaw
A LAW CORPORATION
700 – 1175 Douglas St. | Victoria, BC V8W 2E1 | TollefsonLaw.ca | info@TollefsonLaw.ca

TSAWOUT FIRST NATION

7728 Tetayut Rd.

SAANICHTON, BC V8M 2E4

Louisa Garbo
Islands Trust Local Planning Services
1-500 Lower Ganges Road
Salt Spring Island, BC,
V8K-2N8

June 12, 2023

RE: Referral of Salt Spring Island Local Trust Committee Proposed Bylaw No. 530 - Accessory Dwelling Units

Dear Louisa,

Tsawout First Nation acknowledges receipt of the Salt Spring Island Local Trust Committee Proposed Bylaw No. 530 for accessory dwelling units. After reviewing the proposed project Tsawout First Nation has concluded that the Bylaw amendment infringes on our aboriginal rights and title to protect our traditional territory and therefore oppose the approval of this project.

Tsawout First Nation holds unextinguished Aboriginal rights & title to the land and its resources within our traditional territory. As a signatory to the Douglas Treaty 1852, Tsawout has Treaty rights to hunt and carry on our fisheries as formerly, to the protection of our village sites, and to carry on our ĆELÁN̲EN (way of life) in perpetuity as guaranteed under the provisions of the treaty. Tsawout's Aboriginal and Treaty rights include the right to manage resources and to protect habitat where our rights can be exercised. These rights have been affirmed in several court cases.[1]

The proposed referral will significantly change the environmental trajectory of the island by pushing the living capacity well past the standards that were originally outlined in the Salt Spring Island Official Community Plan. Furthermore, Bylaw No.530 does not address the potential impacts increased development and living capacity will have on

[1] See e.g., *R. v. White & Bob* (1964), 50 D.L.R. (2d) 613 (BCCA); *R. v. Bartleman*, [1984] 55 BCLR 78, 12 DLR (4th) 73; *Saanichton Marina Ltd. v. Claxton,* [1989] BCWLD 1269 (BCCA); *Mikisew Cree First Nation v. Canada (Minister of Canadian Heritage)*, 2005 SCC 69; *Tsilhqot'in Nation v. British Columbia*, 2007 BCSC 1700.

Tsawout First nations rights to manage the traditional territory for now and future generations. Tsawout acknowledges the housing crisis on Salt Spring Island and throughout our traditional territory, however the island does not have the capacity to increase living conditions without threatening the environmental stability of our traditional territory.

Until there are adequate assessments to address future impacts of Bylaw 530 on surrounding environments and Tsawout First Nation interests we would have no other choice but to oppose the referral. In the wake of reconciliation, we expect our inherent and established aboriginal rights to manage our resources and traditional territory be respected and upheld within the final decision.

Thank you for your interest in the views of Tsawout First Nation,

Conrad Young
Lands Interim Manager/ Dev-Corp Director
Tsawout First Nation
7728 Tetayut rd.
Saanichton, BC
V8M 2E4
T: 250-652-9101
C: 604-966-1573
F: 250-652-9114
tsawout.ca

BRIEFING

To:	**Executive Committee**	**For the Meeting of:**	February 28, 2024
From:	Narissa Chadwick, Island Planner William Shulba, Senior Freshwater Specialist	**Date Prepared:**	February 27, 2024
SUBJECT	Developing the Islands Trust Water Balance Methodology using Gabriola as a Case Study		

PURPOSE

The purpose of this memorandum is to provide Trust Council with a summary of the rational to support Gabriola Island as the case study in the development of the Islands Trust Water Balance methodology to support evidence-based decision making in land use planning, conservancy initiatives, and water authorizations considering indigenous interest.

BACKGROUND

At their November 28th, 2023 special meeting the Gabriola LTC passed the following resolution:

that the Gabriola Island Local Trust Committee direct staff to provide a memo outlining the rationale behind funding support from Trust Council for water balance assessments and why Gabriola and Denman are chosen as the ideal candidates for methodology development.

At their February 22, 2024 regular meeting the LTC requested staff to have the memo attached to the Gabriola OCP business case in the March 2024 Trust Council agenda. This memo focusses on Gabriola as there is currently no business case supporting water balance analysis for Denman for 2024/25.

Water balance (also known as water budgets or water availability assessments) evaluates the distribution, use, and availability of water resources in a defined geographical area such as a lake watershed or an island and, in the largest context, a continent . Water balance assessments consider information and data to quantify the freshwater productivity of watersheds and aquifers from precipitation - "water in".

Determining the "the water out" relies on understanding water demand of communities, the water needs of ecosystems and the amount of water runoff out of the area or island. In a holistic water balance assessment, "water in" and "water out" considers climate change as well as water needs of the build-out potential and indigenous interest.

Water balance assessments help to understand the vulnerabilities and cumulative effects of increased density and intensity of land use in areas which are known to have a problem with the quantity or quality of the supply of freshwater. Water balance is an important next step in the Islands Trust Freshwater Sustainability Strategy. This work leverages information and data from previous projects and can be directly integrated with ongoing housing and reconciliation work completed by the Islands Trust.

The Islands Trust Strategic Priorities related to climate change identifies that understanding freshwater availability can help mitigate potential water shortages and support emergency management in the case of wildfire and drought. Another strategic priority, freshwater stewardship, helps to reduce the vulnerability of the environment to land use impacts by increasing water literacy. Understanding

freshwater availability is a key component of this. The Islands Trust Housing Strategic Action Plan includes the objective to identify suitable land for additional housing and density using best available environmental and social impact data. Water balance is an important data set.

The Islands Trust's commitment to Indigenous Reconciliation leads a way to engagement with First Nations with interest in the islands where water balance assessment is taking place. In the proposed development of the water balance methodology, a portion of the project will be dedicated to the understanding pathways to integrate indigenous interest into an island water balance.

ANALYSIS

Water Balance Assessments Support Freshwater Sustainability Strategy Priorities and Investments

The Islands Trust Freshwater Sustainability Strategy (FWSS) sets out a vision and actions to address water supply challenges, support climate action, and protect water resources over the longer term. A key component of the strategy is gathering information and generating data to increase analysis of freshwater sustainability.

Over the past 5 years, approximately $500,000 worth of project funding has been invested, not including funding associated with Staff nor SSIWPA, in regional and local freshwater projects across the Islands Trust Area. This funding was provided through Trust Council via Regional Planning Committee projects, individual Local Trust Committee project funds, and federation grants such as the Healthy Watershed Initiatives and the Real Estate Foundation of BC Freshwater Sustainability fund.

Information and data from these projects such as the *Islands Trust Area Aquifer Conceptualization and Groundwater Recharge Mapping* projects are essential components to water balance assessment and have already provided information and data in land-use applications, water authorizations, conservation projects, academic research, and evidence-based decision making tools such as the suitable land analysis. The integration of this information and data into water balance assessments will develop new planning and conservation decision making tools and strengthen existing ones.

Gabriola Island Case Study in the Development of the Islands Trust Area Water Balance Methodology

Islands Trust Area Water Balance is proposed to be determined for individual islands which are of favorable scale for a water balance project. Water balance projects will be based on a watershed scale and much like the islands themselves, watersheds have a variety of data coverage.

Staff determine that Gabriola as a "data-rich" island with the least amount of freshwater data gaps relative to the complexity of its water resources and therefore a good candidate for the case study in methodology development. A large contributor of information and data on Gabriola comes from the Regional District of Nanaimo (RDN) Drinking Water and Watershed Protection Program (DWWP).

In 2013 a preliminary water budget was conducted on Gabriola by the RDN as part of the their Phase One Water Budget Project. This phase of the RDN Water Budget project provides a good first step conceptualization of water budgets and since in other regions further phases of the project have been engaged in electoral areas but not on Gabriola. The RDN DWWP coordinator expressed interest in collaborating with the Islands Trust on a Water Balance approach on Gabriola not only to share to information and data but in an attempt to harmonize monitoring initiatives to support land-use and conservation planning efforts.

Finally, Gabriola's Official Community Plan (OCP) and Land-use Bylaw (LUB) review project provides an opportunity for implementation of water balance to identify areas where additional density and intensity of land use may be more or less suitable to increased water demand. This will provide the Islands Trust

with a model process and bylaws demonstrating the clear connection between the Islands Trust's freshwater data collection and land use planning.

NEXT STEPS

Implementation Planning of the Freshwater Sustainability Strategy

The Regional Planning Committee at their February 16th meeting identified implementation of the Freshwater Sustainability Strategy as a key priority for the Committee.

> ***RPC 2024-06***
> *It was **MOVED** and **SECONDED**,*
> *that Regional Planning Committee amend its Work Program to identify the following three top priorities: implementing the Housing Strategic Action Plan, implementing the Freshwater Sustainability Strategy, and completing the Bylaw Enforcement Review.*

The development of the Islands Trust Area Water Balance methodology using Gabriola as a case study provides opportunity to supporting the implementation of the Freshwater Sustainability Strategy and for collaboration with partners such as the Regional District of Nanaimo, the province, on-island water champion groups, and First Nations. This project will be supported by Gabriola staff and Regional Planning Team members.

Prepared By:	**Narissa Chadwick, Island Planner** **William Shulba, Senior Freshwater Specialist**
Reviewed By/Date:	**Renée Jamurat, Regional Planning Manager/February 28, 2024**

Agenda No.	From	Context Notes
8.2.2.1		This item was discussed at the December 20, 2023 EC meeting, and by General Consent asked staff to bring it back to the EC/ITC joint meeting on January 31, 2024. Vice-Chair Elliott has requested that this item be placed on today's agenda.
10.3		With regard to the claim in the letter from Adam Meideros that 'many deer on Sidney Island were found dead without bullet wounds' Parks Canada has advised staff that several days after Phase 1 concluded, a single deer died on the roadside from unknown causes. Parks Canada staff undertook a necropsy and consulted with both provincial and federal wildlife health professionals, but the cause of death is ultimately unknown. There are no indicators that the death was connected to Phase 1, but ultimately, no way to say conclusively. This was an isolated incident.

Executive Committee

Minutes of a Regular Meeting

Date: **January 17, 2024**
Location: **Electronic meeting**
And a public venue to watch the livestream:
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)
Warren Dingman, Bylaw Compliance & Enforcement Manager
Mary Strozer, Senior Policy Advisor
Alexandra Trifonidis, Acting Executive Coordinator/Recorder

*Due to weather, attendees dropped and regained electronic connection often throughout the meeting; however, quorum was retained through the entirety of the meeting.

1. CALL TO ORDER

Chair Luckham called the meeting to order at 9:15 a.m. PST, provided a territorial acknowledgment from Northern Alberta and turned the Chair role over to Vice-Chair Maude as Chair Luckham noted he may become incapacitated throughout the meeting due to his remote location and weather.

Trustees introduced themselves and gave updates on the current weather situation in their respective regions.

Staff introduced themselves.

Vice-Chair Elliott had trouble joining the meeting. The Committee members decided to continue with the meeting knowing that Director Frater would act as an interface if needed.

2. APPROVAL OF AGENDA

2.1 Introduction of New Items

The following was presented by DPS Cermak for consideration as a new item:

- Letter from Ministry of Municipal Affairs

DPS Cermak will merge this item with his Directors Report under item *5.1 Follow Up Action List/Director/CAO Updates*

2.2 Approval of Agenda

By general consent the Committee approved the agenda as presented.

Vice-Chair Elliott joined the meeting at 9:20 a.m.

2.2.1 Agenda Context Notes

3. RISE AND REPORT DECISIONS FROM PREVIOUSLY CLOSED MEETING

None.

4. ADOPTION OF MINUTES

4.1 Draft Executive Committee minutes of December 20th, 2023

For review and adoption.

By general consent the Committee adopted the minutes of December 20, 2023 as presented.

5. FOLLOW UP ACTION LIST AND UPDATES

5.1 Follow Up Action List/Director/CAO Updates

The Committee and Staff reviewed the Follow-up Action List (FUAL).

CAO Hotsenpiller provided an update on the following:

- Islands Trust Committees meeting schedule; a very busy week
- Staff hiring: Information Services Team Lead and Administrative Assistant
- Salt Spring Island office relocation project is underway; limited options
- Summary of Governance Committee meeting; possibility of a session at March Trust Council around 2022 Governance Review to be able to gain trustee feedback

DPS Cermak gave an update on the new planning software CityView recognizing at this time there are a lot of problems with it and staff resources are being used to validate the software. Minor staff shuffling has been going on.

DTAS Frater provided an update on the following:

- Staffing updates:
  - The new permanent Senior Policy Advisor will be announced very soon
  - Senior Indigenous Relations Advisor hiring competition is proceeding
  - Administrative Assistant posting to go out this week
  - Trust Area Services Program Coordinator has been extended in the Planning department

    - Islands Trust Conservancy Manager is back fulltime now working on special projects until the end of the month. Director Frater to stay on with specific duties for now.
- Reconciliation Learning Group
- Focus on Islands Trust Conservancy tech needs and new staff needs for project management

5.2 Local Trust Committee Chair Updates

Local Trust Committee Chairs spoke to recently attended Local Trust Committee (LTC) meetings.

Vice-Chair Peterson noted there have been no LTC meetings to attend this year as of yet with the beginning of February returning to his normal meeting schedule.

Vice-Chair Elliott gave a thorough update but unfortunately was hard to hear due to connection issues. Lasqueti Trustee Lironi has relocated to Vancouver at this time due to a personal issue in regards to the community and will try to attend most LTC meetings in person. Acting Chair Maude noted support services are available to Trustee Lironi.

Acting Chair Maude appreciated Trustee Borthwick's work as a community leader over the last 10 days for his involvement in helping setting up a warming centre for the people of Denman Island.

5.3 Islands Trust Conservancy Liaison Update

Vice-Chair Elliott provided an update noting the first Islands Trust Conservancy Board meeting of the year meets next Tuesday.

EC-2024-001
It was MOVED and SECONDED,
that discussion on a coordinated approach by Islands Trust Conservancy and Executive Committee to advance the request to the Province to review the funding model and governance structure of the Islands Trust, highlighting the successes of the Conservancy in protecting and preserving valuable ecological areas for the benefit of the Province and residents of BC, be added to the agenda for the January 31, 2024 Executive Committee/Islands Trust Conservancy Board Joint Meeting.

CARRIED

Chair Luckham (EC) and Chair Smith (ITCB) will meet to discuss what items to add to the joint meeting agenda and advise staff.

6. BYLAWS FOR APPROVAL CONSIDERATION

6.1 Bowen Island Municipality - Traffic and Use of Streets Amendment Bylaw No. 629 - RFD

Senior Policy Advisor Storzer presented the request for decision noting there is a bit of a time pressure to respond to Bowen Island Municipality by January 24, 2024.

EC-2024-002
It was MOVED and SECONDED,
that the Executive Committee advise Bowen Island Municipality that Bylaw No. 629 cited as "Bowen Island Municipality Traffic and Use of Streets Bylaw No. 133, 2005, Amendment Bylaw No. 629, 2023" is not contrary to or at variance with the Islands Trust Policy Statement.

CARRIED

6.2 Denman Island Local Trust Committee Bylaw No. 247 – RFD

Bylaw Compliance & Enforcement Manager Dingman presented the request for decision.

EC-2024-003
It was MOVED and SECONDED,
that the Islands Trust Executive Committee approve Denman Island Local Trust Committee Bylaw No. 247, cited as "Denman Island Local Trust Committee Bylaw Enforcement Notification Bylaw No. 247, 2019, Amendment No. 1, 2023" in accordance with Section 27 of the *Islands Trust Act.*

CARRIED

Bylaw Compliance & Enforcement Manager Dingman left the meeting at 9:55 a.m.

7. TRUST COUNCIL MEETING PREPARATION

7.1 Executive

7.1.1 September Trust Council Meeting Feedback

Logistical improvements made for the December Trust Council received positive feedback from Trustees. At this time, no other trustee feedback has been received in writing.

For context, CAO Hotsenpiller shared brief statements regarding some key points in the email noting that a change in practice has been undertaken and is showing improvements; trustee requests regarding changes to meeting process are underway; and, that staff are working on a request to develop the legal ability to have a Committee of the Whole. Staff's intention is to bring the Committee of the Whole to the March Trust Council meeting.

Director Mobbs joined the meeting at 10:25 a.m.

7.1.2 Media & Social Media Training Session - March Trust Council - Session Outline

CAO Hotsenpiller spoke to the item. DTAS Frater spoke to the context notes regarding this item.

Discussion ensued on the following:

- Priorities on what should be on the March Trust Council agenda

- Need for this session - Have there been concerns to bring this forward?
- Recommendation from Trust Council around the Policy Statement and social media/communications
- Number of trustees active on social media and media in general
- Importance of messages/information getting out to the public
- Suggestion of polling Trust Council on topics for the March Trust Council agenda
- Urgency

EC-2024-004
It was MOVED and SECONDED,
that Executive Committee request staff to provide background information to Islands Trust Council with respect to social media session.

CARRIED

The Committee broke for recess at 10:30 a.m. and reconvened at 10:45 a.m.

7.2 Planning Services

None.

7.3 Administrative Services

None.

7.4 Trust Area Services

None.

8. EXECUTIVE COMMITTEE PROJECTS

8.1 Trust Council Initiated

8.1.1 Executive

None.

8.1.2 Trust Area Services

8.1.2.1 Policy Statement Amendment Project Update – BRF

DTAS Frater presented the briefing.

The Committee discussed the following:

- Cost
- Trustee lead approach for this size and scope of project versus staff and professionals
- Trust Programs statement draft document to be provided before an educated decision/comment can be made from Executive Committee

- Engagement strategy

EC-2024-005
It was MOVED and SECONDED,
that Executive Committee request staff to forward the MODUS report 2021 to members of the Trust Programs Committee and request that it be reviewed to inform any further recommendations about the policy statement amendment project engagement planning process.

CARRIED

8.1.3 Planning Services

None.

8.1.4 Administrative Services

None.

8.2 Executive Committee Initiated

8.2.1 Executive

None.

8.2.2 Trust Area Services

8.2.2.1 2024 AVICC/UBCM Proposed Resolutions - RFD

DTAS Frater presented the annual item.

EC-2024-006
It was MOVED and SECONDED,
that the Executive Committee request staff to forward a resolution with backgrounder for consideration at the 2024 Association of Vancouver Island and Coastal Communities (AVICC) and Union of BC Municipalities (UBCM) conventions, requesting that the Province review the Manual of Composting Toilets and Greywater Practice and provide funding for demonstration projects and professional development for practitioners.

CARRIED

8.2.2.2 Website Update – BRF

DTAS Frater presented the briefing.

Committee discussion ensued on the following items:

- Future fixes
- Cost/budget for the future
- Confidence in the website (95% functional)

The Committee recessed for lunch at 11:25 a.m. and reconvened at 12:02 p.m.

Appreciation was given to Director Frater and Communication Specialist Morgana van Niekerk for all of the work done.

8.2.3 Planning Services

None.

8.2.4 Administrative Services

None.

9. NEW BUSINESS

9.1 Executive/Trust Council

9.1.1 CAO Hiring Committee - RFD

CAO Hotsenpiller presented the request for decision noting time is of the essence. The Governance Committee has expressed wanting to be involved in the process in some capacity.

Discussion ensued on the following:

- CAO job description
- Trust Council identifying characteristics of what they want to see in new CAO (leadership style)
- Possibility of a session on this topic at March Trust Council
- Who is to Chair the Committee? (Chair Luckham, by policy *4.2 Terms of Reference*)
- Open meeting versus in-camera meeting and informing the public
- Agenda items for Friday's meeting
- Staff workloads; keeping in mind this will be a lot of work

EC-2024-007
It was MOVED and SECONDED,
that the Executive Committee recommend the forming of a Chief Administrative Officer Hiring Committee (CAOHC).

CARRIED

EC-2024-008
It was MOVED and SECONDED,
that the first CAO Hiring Committee meeting be scheduled for Friday, January 19, 2024 from 9:00 a.m. to 11:00 a.m. and that an agenda be created.

CARRIED

9.2 Trust Area Services

9.2.1 LTC Chairs Report on Local Advocacy Topics

Trustee Peterson shared that the Salt Spring Island LTC received a reply from the Minister of Housing who confirmed receipt of the letter on January 8, 2024 that the Salt Spring Island LTC wrote regarding inclusion in Bill 44.

In addition, Lasqueti Island trustees and the Regional Director are setting up a public meeting in cooperation with the MLA on island to discuss ferry service issues. He is pleased to see the support from the MLA on this topic.

Trustee Maude and select trustees participated in a roundtable on marine matters with Elizabeth May and Adam Olson. The event was more of a sharing experience and well attended.

Chair Luckham requested confirmation from staff regarding funding for the Salish Sea Symposium. No confirmation has been received as of yet. He is registered to attend.

9.3 Planning Services

9.3.1 Rainwater Harvesting for Multi-Family Units – BRF

DPS Cermak presented the briefing adding that he will keep the Committee updated if there are any changes.

The definition of "surface water" was discussed, as recently certain bodies are now considering rainwater a type of water source. Vice-Chair Elliott will follow up with Senior Freshwater Specialist William Shulba on the matter.

9.3.2 Triple Rock Land Cooperative (CoHo Landing) Development Fee Sponsorship Application – RFD

DPS Cermak presented the request for decision highlighting that budget information was missing from the materials provided.

Budget information:

- $15,000 to sponsor applications
- $6,650 has been spent
- $8,350 is remaining
- Total request of the two sponsorship applications here exceeds this amount

Questions on policy around presenting applications to LTC before coming to Executive Committee were asked. Staff provided legislation details.

EC-2024-009
It was MOVED and SECONDED,
that the Executive Committee approve financial sponsorship for the $1530.00 application fee for rezoning application DE-RZ-2024.1 from the Triple Rock Land Cooperative.

CARRIED

9.3.3 Gabriola Agricultural Co-op Development Fee Sponsorship Application - RFD

EC-2024-010
It was MOVED and SECONDED,
that the Executive Committee approve financial sponsorship for the $7,956.00 application fee for rezoning application GB-RZ-2024.1 from the Gabriola Agricultural Cooperative Association.

CARRIED

9.4 Administrative Services

9.4.1 Annual Auditor Appointment - RFD

DAS Mobbs presented the request for decision.

EC-2024-011
It was MOVED and SECONDED,
that KPMG be appointed auditor for the Islands Trust and the Islands Trust Conservancy 2023/24 financial statement audit.

CARRIED

10. CORRESPONDENCE (for information unless raised for action)

10.1 2023-12-14 Letter of support for housing applications in the Trust area

Received for information.

10.2 2023-12-15 Request to Meet re: Denman Island ferry issues

Received for information.

10.3 Port of Vancouver - Active Vessel Traffic Management Program

Received for information.

10.4 2024-01-05 AVICC AGM & Convention - 3rd Call for Resolutions

Addressed under item *8.2.2.1 2024 AVICC/UBCM Proposed Resolutions - RFD*

10.5 2024-01-08 WCMRC - Invitation to tour Incident Command Post at oil spill response exercise in Vancouver Harbour

Received for information.

10.6 2024-01-09 Canadian Coast Guard - Marine Environmental & Hazard Response - Potential ICP/Staging area sites

Received for information.

DTAS Frater spoke to the piece of correspondence recommending she forward information to all Trustees requesting their insight and send their responses to staff via email.

DPS Cermak provided a verbal update regarding the letter he received from Municipal Affairs on the Protocol Agreement. To summarize the letter, Ministry of Municipal Affair's interpretation

of the Protocol Agreement is it is no longer valid. A memo will go to the Financial Planning Committee next week and Executive Committee the week after.

Vice-Chair Peterson shared that he just learned from the Islands Trust Grant Manager that the funds to attend the Salish Sea Symposium have been granted.

11. WORK PROGRAM

11.1 Review and amendment of current work program

Not discussed.

12. NEXT MEETING

The next Executive Committee meeting will be held Wednesday, January 31, 2024 at 9:15 a.m.

13. CLOSED MEETING (if applicable)

EC-2024-012
It was MOVED and SECONDED,
that the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, subject to Sections 90(1),(g) litigation or potential litigation affecting the municipality; and (i) 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

14. RISE AND REPORT

Chair Luckham will rise and report from the in closed portion of the meeting at the next regular meeting.

15. ADJOURNMENT

By general consent the meeting adjourned at 1:00 p.m.

_____

David Maude, Acting Chair

Certified Correct:

_____

Alexandra Trifonidis, Acting Executive Coordinator/Recorder

Minutes are not official until adopted at a subsequent meeting.

Islands Trust

Print Date: February 22, 2024

Follow Up Action Report

Executive Committee

	Activity	Responsibility	Dates	Status
1	Staff to send an invitation to San Juan County to attend Trust Council in June or Sept and indicate their preference.		Meeting: 31-Jan-2024 Target: 12-Mar-2024	In Progress
2	Staff to send an invitation to Minister Kahn and the Premier to attend June Trust Council in conjunction with the Islands Trust's 50th anniversary.		Meeting: 31-Jan-2024 Target: 15-Feb-2024	Completed
3	Staff to bring the draft Islands Trust Communications Strategy RFD be brought back to the Feb 28 meeting.		Meeting: 31-Jan-2024 Target: 28-Feb-2024	In Progress
4	Staff to amend the Policy Statement Amendment Project 2024/25 business case to increase project funding for communications in 2024/25, and to reflect Option 3 in the 2024/25 business case.		Meeting: 31-Jan-2024 Target: 28-Feb-2024	In Progress
5	Staff to provide Climate Change Action BRF to Trust Council to determine where it sits on the priority list		Meeting: 31-Jan-2024 Target: 21-Feb-2024	Completed

Chief Administrative Officer

	Activity	Responsibility	Dates	Status
1	Explore future education/workshop sessions on decision-making to benefit trustees.	Russ Hotsenpiller	Meeting: 24-May-2023 Target: 26-Sep-2023	In Progress

Follow Up Action Report

Executive Committee

Director Legislative Services

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. 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	Meeting: 22-Mar-2023 Target: 22-Jun-2024	In Progress
2 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	Meeting: 12-Apr-2023 Target: 26-Jul-2024	In Progress
3 Staff to discuss, with interested trustees, requirements and options and report back on possibilities and effort required to improve Trustee access to key documents. On hold pending administrative staffing availability.	David Marlor	Meeting: 29-Jun-2023 Target: 26-Jul-2024	In Progress
4 Staff consider options and report back on possibilities and effort required to provide Trustee view access to integrated calendar of Trust Meetings. On hold pending IT staffing availability.	David Marlor	Meeting: 29-Jun-2023 Target: 26-Jul-2024	In Progress

Director of Planning Services

Activity	Responsibility	Dates	Status

Follow Up Action Report

Executive Committee

Director of Planning Services

Activity	Responsibility	Dates	Status
1 Develop a communications strategy and materials to support awareness of the housing affordability advocacy request and rationale. OCT 11: Referred to Regional Planning Committee	Stefan Cermak	Meeting: 22-Sep-2022 Target: 27-Jun-2023	In Progress
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 OCT 11: Referred to Regional Planning Committee	Stefan Cermak	Meeting: 22-Sep-2022 Target: 06-Dec-2023	In Progress
3 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	Meeting: 29-Jun-2023 Target: 31-Mar-2024	In Progress
4 Staff to let the Denman Island LTC know that the Islands Trust Executive Committee approved Denman Island Local Trust Committee Bylaw No. 247, cited as "Denman Island Local Trust Committee Bylaw Enforcement Notification Bylaw No. 247, 2019, Amendment No. 1, 2023" in accordance with Section 27 of the Islands Trust Act.	Stefan Cermak	Meeting: 17-Jan-2024 Target: 31-Jan-2024	Completed

Follow Up Action Report

Executive Committee

Director of Planning Services

Activity	Responsibility	Dates	Status
5 Executive Committee requests Staff to inform Denman Island LTC that the Executive Committee approved financial sponsorship for the $1530.00 application fee for rezoning application DE-RZ-2024.1 from the Triple Rock Land Cooperative.	Stefan Cermak	Meeting: 17-Jan-2024 Target: 31-Jan-2024	Completed
6 Executive Committee requests staff to inform the Gabriola Island LTC that the Executive Committee approved financial sponsorship for the $7,956.00 application fee for rezoning application GB-RZ-2024.1 from the Gabriola Agricultural Cooperative Association.	Stefan Cermak	Meeting: 17-Jan-2024 Target: 31-Jan-2024	Completed

Director, Administrative Services

Activity	Responsibility	Dates	Status
1 Review Islands Trust Policy 6.5.2 as a whole and specifically make recommendations to amend the policy to ensure the policy is clear in regards to the process and decision making authority related to proposed 'overspends' for any particular budget item.	Julia Mobbs	Meeting: 21-Oct-2020 Target: 18-Sep-2024	In Progress
2 Staff to research the possibility of self-insurance for the organization.	Julia Mobbs	Meeting: 29-Jun-2023 Target: 11-Dec-2024	In Progress

Director, Trust Area Services

Activity	Responsibility	Dates	Status

Follow Up Action Report

Executive Committee

Director, Trust Area Services

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	Meeting: 26-Feb-2020 Target: 31-Mar-2024	In Progress
2 Investigate options for policies or policy updates for formal opportunities for First Nations presentations and engagement at Trust Council meetings.	Clare Frater	Meeting: 07-Oct-2021 Target: 31-Mar-2024	In Progress

Follow Up Action Report

Executive Committee

Director, Trust Area Services

Activity	Responsibility	Dates	Status
3 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 (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; (iv)preserve and protect the unique amenities and environment of the trust area. 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	Meeting: 12-Apr-2022 Target: 30-Jun-2024	In Progress
4 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	Meeting: 29-Jun-2023 Target: 31-Mar-2024	In Progress
5 Request staff to organize media and social media training session for TrustCouncil for 2024.	Clare Frater	Meeting: 22-Nov-2023 Target: 31-Mar-2024	In Progress

Follow Up Action Report

Executive Committee

Director, Trust Area Services

Activity	Responsibility	Dates	Status
6 Staff to add to a future EC agenda: Honoraria for Indigenous elders providing welcomes or presentations at local trust committee meetings.	Clare Frater	Meeting: 20-Dec-2023 Target: 08-Mar-2024	In Progress
7 The Committee request this Advocacy for provincial assistance re: heritage protection BRF be brought back to the joint meeting on January 31, 2024. JAN 26: On the Chair's (Luckham and Smith) request this item has been deferred until the next joint meeting.	Clare Frater	Meeting: 20-Dec-2023 Target: 31-Jan-2024	In Progress
8 Staff to develop a project charter for a webinar in 2024 on the role of Islands Trust.	Clare Frater	Meeting: 20-Dec-2023 Target: 31-Mar-2024	In Progress
9 Staff to follow up with Ministry staff regarding the letter from Minister Fleming of November 29, 2023.	Clare Frater	Meeting: 20-Dec-2023 Target: 15-Feb-2024	In Progress
10 Staff to provide background info to Islands Trust Council with respect to social media session.	Clare Frater	Meeting: 17-Jan-2024 Target: 15-Mar-2024	In Progress
11 Discussion on a coordinated approach by Islands Trust Conservancy and EC to advance the request to the Province to review the funding model and governance structure of the Islands Trust, highlighting the successes of the Conservancy in protecting and preserving valuable ecological areas for the benefit of the Province and residents of BC, be added to the agenda for the Jan 31 EC/ITCB joint meeting.	Clare Frater	Meeting: 17-Jan-2024 Target: 31-Jan-2024	In Progress

REQUEST FOR DECISION

LOCAL TRUST COMMITTEE BYLAW SUBMISSION

File No.: DE-BLs-228-229

DATE OF MEETING:	February 28, 2024
TO:	Islands Trust Executive Committee
FROM:	Marlis McCargar, Island Planner
SUBJECT:	Denman Island Local Trust Committee – Bylaw Nos. 228 and 229

RECOMMENDATION

1. **THAT the Islands Trust Executive Committee approve Denman Island Local Trust Committee Bylaw No. 228, cited as "Denman Island Official Community Plan, 2008, Amendment No. 1, 2018" in accordance with Section 27 of the *Islands Trust Act*.**

2. **THAT the Islands Trust Executive Committee approve Denman Island Local Trust Committee Bylaw No. 229, cited as "Denman Island Land Use Bylaw, 2008, Amendment No. 1, 2018" in accordance with Section 27 of the *Islands Trust Act*.**

DIRECTORS COMMENTS

Denman Island Local Trust Committee (DE LTC) has referred Proposed Bylaw Nos. 228 and 229 to the Executive Committee for approval under Section 27 of the *Islands Trust Act*. Staff recommends that the Executive Committee approve the bylaws as it is not contrary to or at variance to the Islands Trust Policy Statement.

IMPLICATIONS OF RECOMMENDATION

Organizational

None

Financial

None

Policy

None

Implementation/Communications

Communication to **Denman Island Local Trust Committee** regarding the Executive Committee decision by **March 1, 2024**.

Other

None

PURPOSE

Denman Island Local Trust Committee Bylaw No. 228, cited as "Denman Island Official Community Plan, 2008, Amendment No. 1, 2018" is intended to amend the current Denman Island Official Community Plan No. 185 to re-designate all lands within the Agricultural Land Reserve (ALR) to a new 'Agriculture' designation and include several new policies supporting agriculture uses consistent with the Agricultural Land Commission regulations and policies.

Denman Island Local Trust Committee Bylaw No. 229, citied as "Denman Island Land Use Bylaw, 2008, Amendment No. 1, 2018" is amending the Denman Island Land Use Bylaw No. 186 to regulate dwellings in the ALR, agritourism use and agritourism accommodation, and to update several definitions and setback regulations.

BACKGROUND

Denman Island Local Trust Committee Bylaw Nos. 228 and 229

Both Bylaw Nos. 228 (OCP) and 229 (LUB) were given 1st reading (May 2018) and were presented at a Community Information Meeting (August 2, 2018) and a facilitated community workshop (April 24, 2019). Extensive referral responses from the Advisory Planning Commission and Growers and Producers Alliance were received and incorporated into the proposed bylaws at that time. The project was then put on hold due to planning staff resources being redirected to other Denman Island projects and applications.

The project was revitalized in September 2021. However, during the time the project was on hold the Agriculture Land Commission (ALC) was actively reviewing and updating their provincial policies. It was determined that a small number of amendments were required for Proposed Bylaw Nos. 228 and 229, in order to align with the provincial requirements and recent community feedback.

Community engagement including a mail out, a Community Information meetings (April 2022 and July 2022), APC meetings and a community questionnaire were conducted with the help of Upland Consulting. At the September 27, 2022 Regular LTC Meeting, due to the amount of time that had passed since 1st reading was given and for clarity, 1st reading was rescinded on both Bylaw Nos. 228 and 229. The bylaws received 1st reading on October 6, 2022.

Re-referrals were sent out to agencies and First Nations in November 2022. The LTC considered the referral feedback in June 2023 and made some minor amendments based on the responses. Both Bylaw Nos. 228 and 229 received 2nd reading on June 6, 2023. A Public Hearing was held and the bylaws were given 3rd reading on February 13, 2024.

Reports and associated information for proposed Bylaw No. 158 is available on the Islands Trust website, under Denman Projects.

Issues Relating To Provincial and Other Agency Interest

Proposed Bylaw Nos. 228 and 229 were sent to the following agencies and organizations:

Provincial Agencies:

- Ministry of Agriculture and Food
- Agricultural Land Commission

Regional Agencies

- Comox Valley Regional District
- School District #71 (Comox Valley)

Non-Agency Referrals

- Denman Advisory Planning Commission
- Denman Growers and Producers Alliance

Adjacent Local Trust Committees and Municipalities

- Hornby Local Trust Committee

Referral Responses:

Staff have received two responses from agencies. Ministry of Agriculture and Food responded with general support; however, there were a few concerns outlined regarding agritourism and agritourism accommodation, setbacks from watercourses for agricultural structures and including an OCP policy to ensure further subdivision of agricultural lands is not supported. These concerns were addressed through bylaw amendments. The Agricultural Land Commission responded that they had no additional comments to add to Ministry of Agriculture's response.

Staff received two responses from non-agencies. The Denman Advisory Planning Commission expressed their support for the project. The Denman Growers and Producers Alliance identified some concerns around restrictive regulations for produce stands which were addressed through amendments to Bylaw No. 229. They also requested that Resource and Forestry zoned property be exempt from a Temporary Use Permit for secondary dwellings.

Issues Relating To First Nation Interest

Proposed Bylaw Nos. 228 and 229 was sent to the following First Nations:

- K'ómoks First Nation
- Cowichan Tribes
- Hul'qumi'num Treaty Group
- Ts'uu baa-asatx First Nation (Lake Cowichan)
- Lyackson First Nation
- Penelakut Tribe
- Halalt First Nation
- Snuneymuxw First Nation

- Stz'uminus First Nation
- Qualicum First Nation
- Snaw'Naw'As First Nation
- Nanwakolas Council
- We Wai Kai Nation
- Wei Wai Kum Nation
- Homalco First Nation (Xwemalhkwu)
- Te'Mexw Treaty Association
- Tla'amin First Nation

Referral Responses:

The Tla'amin Nation noted that the proposed activity falls outside of their core territory. Ts'uubaa-asatx Nation noted they would defer to K'ómoks First Nation for decision making in this area. Lyackson First Nation noted they had no comments.

Issues Relating To Resources and Enforcement

None

Public Comments

Public comments were solicited through one special meeting, three community information meetings and a public hearing.

Staff Comments

The Executive Committee is being requested to approve Denman Island Local Trust Committee Bylaw No. 228 and 229, cited as "Denman Island Official Community Plan, 2008, Amendment No. 1, 2018" and Bylaw No. 229 cited as "Denman Island Land Use Bylaw, 2008, Amendment No. 1, 2018" in accordance with Section 27 of the *Islands Trust Act*.

The recommendations are supported as

- The proposed bylaws have been determined to be consistent with the ITPS by the LTC;
- First Nation referrals were completed and no concerns were raised;
- Agency referrals were completed and concerns were addressed; and
- Statutory processes have been completed including the statutory notification and holding of a public hearing prior to third reading of the bylaw.

KEY ISSUES/CONCEPTS

- The bylaws will support agriculture uses consistent with the Agricultural Land Commission regulations and policies.

RELEVANT POLICY

- Section 27 of the *Islands Trust Act*
- Islands Trust Policy Statement Directive Policies
- Islands Trust Policy 1.3.1 [Policy Statement Implementation Policy]

ALTERNATIVE

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

   THAT the Executive Committee request that staff advise Denman Island Local Trust Committee in writing that the Executive Committee considers that Bylaw Nos. 228 and 229 is contrary to or at variance with the Islands Trust Policy Statement for [INSERT REASONS], and advise the Denman Island Local Trust Committee on steps needed to address the specified issues.

Submitted By:	Marlis McCargar, Island Planner	February 21, 2024
Concurrence:	Stefan Cermak, Director, Planning Services	February 21, 2024

ATTACHMENTS

1. EC Submission Cover for Bylaw 228
2. EC Submission Cover for Bylaw 229
3. EC Policy Checklist for Bylaw 228
4. EC Policy Checklist for Bylaw 229
5. Bylaw Referrals Report for Bylaw 228
6. Bylaw Referrals Report for Bylaw 229
7. Islands Trust Policy Statement Directives Only Checklist for Bylaw 228
8. Islands Trust Policy Statement Directives Only Checklist for Bylaw 229
9. Bylaw No. 228
10. Bylaw No. 229

Local Trust Committee Bylaws
Submission for Executive committee Approval

Local Trust Committee: Denman Island Local Trust Committee Bylaw No.: DE-228

Bylaw Type: Official Community Plan Bylaw

Date of resolution referring bylaw to Executive Committee: 13-Feb-2024

☒ 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 _____

Local Trust Committee Bylaws
Submission for Executive committee Approval

Local Trust Committee: Denman Island Local Trust Committee Bylaw No.: DE-229

Bylaw Type: Land Use Bylaw

Date of resolution referring bylaw to Executive Committee: 13-Feb-2024

☒ 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 _____

Bylaw: DE-228

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: 13-Feb-2024

Reading:

Bylaw: DE-229

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: 13-Feb-2024

Reading:

Print Date: February 21, 2024

Referrals: Bylaw DE-228

Agency	Sent	Received
Agricultural Land Commission	17-May-2018	13-Jul-2018
Rm. 133 4940 Canada Way: Gordon Bednard	22-Dec-2022	
Comment: 13-Jul-2023 Response: The ALC supports the proposed separate map designation for the ALR. While the ALC acknowledges that the ALR is part of any community's inventory of sustainable resources, the ALR is distinct in that land use is governed by local bylaws and provincial legislation. The ALC notes that proposed Schedule C of the OCP shows the ALR as a distinct designation, and yet the text refers to the ALR within a combined Resource/ALR designation. The ALC supports the separation of the ALR into a distinct designation throughout the OCP. Notwithstanding the above, the ALC is pleased with the proposed amendments to the text of the OCP which raises the profile of the ALR by distinguishing that designation from other resource based designations. The ALC especially appreciates the numerous information notes throughout the OCP text which emphasize that ALR landowner's must also consider the ALC in their personal land use proposals. The ALC trusts additional notes regarding the ALR can be integrated where necessary in the revised OCP.		
Comox Valley Regional District	17-May-2018	03-Jul-2018
600 Comox Road: Jodi MacLean	22-Dec-2022	
Comment: Regarding public trails impacting land within the proposed "Agricultural" designation, please note that the Denman Island Parks and Greenways Master Plan, states: Every effort will be made to find alternative trail routes that go around rather than through agricultural land in order to avoid any potential conflicts. Where this is not practical, the CVRD will seek approval from the ALC for the proposed trail alignment and work with adjacent farmers and Ministry of Agriculture staff to minimize possible negative impacts of the trail on agriculture. The Ministry of Agriculture's Guide to Using and Developing Trails in Ranch and Farm Areas identifies guidelines for the location of trails within the ALR and design standards including signage, fences and vegetated buffers. The CVRD acknowledges that much of the privately held land in the Agricultural Land Reserve on Denman Island is not currently in agricultural production but may be so in the future. Consequently, planning for trail alignment will take into consideration current as well as potential future agricultural use of adjacent lands. As most of the ALR land on Denman Island is privately owned, existing informal trails on these agricultural lands (as on any other private lands) should be used only with the owner's permission. It is acknowledged that future owners may not support the recreational use of their property and may close off informal trails. Landowners who wish to formalize trails over their property may work with the CVRD to align the trail to minimize impact on current or possible future agricultural operations and seek approval from the Agricultural Land Commission for a statutory right-of-way or easement for the trail corridor in the CVRD's favour.		
Cowichan Tribes	17-May-2018	18-May-2018
Chief and Council: Candace Charlie	17-Nov-2022	
Comment: Interests Unaffected		
Denman Growers and Producers Alliance	17-May-2018	26-Jun-2018
islandagriculture@gmail.com: Doug Wright	22-Dec-2022	01-Feb-2023

Referrals: Bylaw DE-228

Agency	Sent	Received
Comment: Speaking Notes Island Trust- Farm Plan -June 26-1cannot speak for all farmers on Denman nor for all members of the original team that put together the Farm Plan. Starting about 2006 there was major concerns about the economic health of Denman Island. Talks of school closured occurred. Numerous meetings were held. Basically it was identified that young people were needed and the one sector that had the greatest potential for growth was agriculture. Island Trust supported and recognized this as an issue and provided/sought funding that eventually led to the creation of a farm plan. Included in the farm plan was a number of recommendations, part of which was the recognition of the Growers and Producers Alliance. Page1of the report refers to the creation of a Farm Plan as a top priority and recognizes the objective "to support socio-economic diversity of island communities". The 2011 survey information reported a total of 99 producing properties producing an agricultural product for sale, barter or trade. Most properties produced multiple products. For example: - 61 properties produced fruit berry or nuts 50 properties produced vegetable 45 properties were tame hay 35 properties were poultry and egg production And is you are wondering, cattle are way down the list. Notwithstanding The Denman Growers and Producers Alliances believes in Denman Feeding Denman. Numerous producers are on RI and R2 zoned lands. Therefore we find the following confusing or restrictive and suggest a second look to include Agricultural lands should apply to all bonafide farms per the assessment act and ALR lands. Policy 3 - Why??? subdivision should respect natural land forms and watercourses to maximize the best use of fertile soils. Policy 4- again sounds like a double standard. Policy 5- again confusing. Should the suggestion be open to bonafide farmers only? Agritourism use- needs to permit some option for permanent facilities. Eg. Washrooms, instructional rooms, tasting rooms Temporary use permit- what is yearly cost? And what term are they? Policy 7- again what cost? Intensive agricultural and feedlot definitions don't seem to work for Denman Island. Commercial Cannabis production warrants further discussion with Community Lub regulations. Larger parcels should be allowed more than 3 units per site to make it economical. Last, The Growers and Producers Alliance does not support the removal of " horticulture and agriculture as permitted uses in the RI, R2 zones. Second First Referral Response dated 12-Jul-2018: See Agency Referrals Attachment 1 for complete response. Additional response dated 06-Sep-2018 see Agency Referrals Response Attachment 2. Second Referral response dated 01-Feb-2023: See Agency Referrals Attachment 3 for complete response		
Executive Committee Acting As A Local Trust Committee *200 -1627 Fort Street:* Peter Luckham *Comment:* Interests Unaffected by Bylaw	17-May-2018	12-Dec-2018
Halalt First Nation *7973 Chemainus Rd:* & Council Chief *Comment:*	17-May-2018 17-Nov-2022	
Hornby Island Local Trust Committee *700 North Road:* Laura Busheikin *Comment:*	17-May-2018 22-Dec-2022	
Hulquminum Treaty Group *200-200 Cowichan Way:* Reception Referrals	17-Nov-2022	

Referrals: Bylaw DE-228

Agency	Sent	Received
Islands Trust, Bylaw Enforcement *200 - 1627 Fort Street:* Miles Drew *Comment:*	18-May-2018	
K'omoks First Nation *3320 Comox Road:* Monty Horton *Comment:* KFN has no concerns or comments regarding the proposed Bylaws Please consider including wording in the bylaws that acknowledge the traditional territory of the K"omoks First Nation	17-May-2018	05-Jul-2018
Lake Cowichan First Nation *313B Deer Road:* Carole Livingstone *Comment:* This application is located within the Ts'uubaa-asatx Nation statement of intent area; it is the interest of the Ts'uubaa-asatx Nation to respectfully maintain our rights and access to the lands and resources throughout our territory. Ts'uubaa-asatx Nation does not have any comments to provide at this time regarding this application proceeding. Please note that this "no comment" response is specifically intended for this application and is without prejudice to all future consultation with our Nation regarding not only the renewal of this application but any other application or decision within the Ts'uubaa-asatx Nation traditional territory. Furthermore, we may choose in the future to address the issues of Aboriginal rights and/or title infringement and compensation through the treaty process, the courts or other dispute resolution processes. We also reserve the right to raise objections if any cultural use, archaeological sites or environmental impacts are identified when the above development is being carried out or if we discover impacts on our rights or interest that we had not foreseen.	17-May-2018 17-Nov-2022	 13-Dec-2022
Lyackson First Nation *8017 Chemainus Road:* Linda Aidnell *Comment:* At this time, we have no further comments, though we retain the right to revise this assessment.	17-May-2018 17-Nov-2022	 06-Nov-2023
Malahat First Nation *110 Thunder Road, RR4:* Heather Adams *Comment:* Not within Traditional Territory, defer to local Nations	17-May-2018	29-Jun-2018
Ministry of Agriculture *BC Access Centre:* Jill Hatfield *Comment:* First Referrals Response dated 11-Jul-2018 see Agency Referrals Response Attachment 4 for complete response. Second Referrals Response dated 07-Feb-2023 see Agency Referrals Response Attachment 5 for complete response	17-May-2018 22-Dec-2022	11-Jul-2018 07-Feb-2023
Nanwakolas Council *203-2005 Eagle Drive:* Referrals Office *Comment:*	17-May-2018 17-Nov-2022	
Penelakut Tribe	17-May-2018	

Referrals: Bylaw DE-228

Agency	Sent	Received
Chief and Council: Denise James *Comment:*	17-Nov-2022	
Qualicum Indian Band *5850 River Road:* Michael Recalma *Comment:*	17-May-2018 17-Nov-2022	
School District 71 *607 Cumberland Raod:* Tom Demeo *Comment:*	17-May-2018 22-Dec-2022	
SnawNawAs Nation (Nanoose) *209 Mallard Way:* Tom Bob *Comment:*	17-May-2018 17-Nov-2022	
Snuneymuxw First Nation *668 Centre Street:* Desiree Thomas	17-Nov-2022	
Songhees Nation *1500D Admirals Road:* Cheryl Bryce *Comment:*	17-May-2018	
Stz'uminus First Nation *12611A Trans Canada Hwy:* Chenoa Akey *Comment:*	17-May-2018 17-Nov-2022	
Te'Mexw Treaty Association *13D Cooper Road:* Chief & Council *Comment:*	17-May-2018 17-Nov-2022	
Tla'amin First Nation *RR #2, Sliammon Road:* Denise Smith *Comment:* Thank you for your submission. This referral is outside of Tla'amin Nation's core territory. We will defer decision making to K'omoks Nation.	17-May-2018 17-Nov-2022	17-Mar-2023
TSou-ke First Nation (Sooke) *2154 Lazzar Road:* Karen George *Comment:*	17-May-2018	
We Wai Kai Nation *690 Headstart Crescent:* Chief Brian Assu *Comment:*	17-May-2018 17-Nov-2022	
We Wai Kum First Nation *1400 Weiwaikum Road:* Robert (Bob) Pollard *Comment:*	17-May-2018 17-Nov-2022	
Xwemalhkwu (Homalco) First Nation	17-May-2018	

Referrals: Bylaw DE-228

Agency	Sent	Received
1218 Bute Crescent: Mary Ann Enevoldsen	17-Nov-2022	
Comment:		

Print Date: February 21, 2024

Referrals: Bylaw DE-229

Agency	Sent	Received
Agricultural Land Commission	17-May-2018	13-Jul-2018
Rm. 133 4940 Canada Way: Gordon Bednard	22-Dec-2022	
Comment: 13-Jul-2018 Response: With regard to changes to the Land Use Bylaw, the ALC notes that the Ministry of Agriculture has made comments on these proposed changes. As the Ministry publishes several guides which assist community on planning issues in agricultural areas, including appropriate setbacks and farming definitions, the ALC would have no additional comments to add to the Ministry's correspondence.		
Comox Valley Regional District	17-May-2018	03-Jul-2018
600 Comox Road: Jodi MacLean	22-Dec-2022	
Comment: Regarding public trails impacting land within the proposed "Agricultural" designation, please note that the Denman Island Parks and Greenways Master Plan, states: Every effort will be made to find alternative trail routes that go around rather than through agricultural land in order to avoid any potential conflicts. Where this is not practical, the CVRD will seek approval from the ALC for the proposed trail alignment and work with adjacent farmers and Ministry of Agriculture staff to minimize possible negative impacts of the trail on agriculture. The Ministry of Agriculture's Guide to Using and Developing Trails in Ranch and Farm Areas identifies guidelines for the location of trails within the ALR and design standards including signage, fences and vegetated buffers. The CVRD acknowledges that much of the privately held land in the Agricultural Land Reserve on Denman Island is not currently in agricultural production but may be so in the future. Consequently, planning for trail alignment will take into consideration current as well as potential future agricultural use of adjacent lands. As most of the ALR land on Denman Island is privately owned, existing informal trails on these agricultural lands (as on any other private lands) should be used only with the owner's permission. It is acknowledged that future owners may not support the recreational use of their property and may close off informal trails. Landowners who wish to formalize trails over their property may work with the CVRD to align the trail to minimize impact on current or possible future agricultural operations and seek approval from the Agricultural Land Commission for a statutory right-of-way or easement for the trail corridor in the CVRD's favour.		
Cowichan Tribes	17-May-2018	18-May-2018
Chief and Council: Candace Charlie	17-Nov-2022	
Comment: Interests Unaffected		
Denman Growers and Producers Alliance	17-May-2018	26-Jun-2018
islandagriculture@gmail.com: Doug Wright	22-Dec-2022	01-Feb-2023

Referrals: Bylaw DE-229

Agency	Sent	Received
Comment: Speaking Notes Island Trust- Farm Plan -June 26- I cannot speak for all farmers on Denman nor for all members of the original team that put together the Farm Plan. Starting about 2006 there was major concerns about the economic health of Denman Island. Talks of school closured occurred. Numerous meetings were held. Basically it was identified that young people were needed and the one sector that had the greatest potential for growth was agriculture. Island Trust supported and recognized this as an issue and provided/sought funding that eventually led to the creation of a farm plan. Included in the farm plan was a number of recommendations, part of which was the recognition of the Growers and Producers Alliance. Page1of the report refers to the creation of a Farm Plan as a top priority and recognizes the objective "to support socio-economic diversity of island communities". The 2011 survey information reported a total of 99 producing properties producing an agricultural product for sale, barter or trade. Most properties produced multiple products. For example: - 61 properties produced fruit berry or nuts 50 properties produced vegetable 45 properties were tame hay 35 properties were poultry and egg production And is you are wondering, cattle are way down the list. Notwithstanding The Denman Growers and Producers Alliances believes in Denman Feeding Denman. Numerous producers are on RI and R2 zoned lands. Therefore we find the following confusing or restrictive and suggest a second look to include Agricultural lands should apply to all bonafide farms per the assessment act and ALR lands. Policy 3 - Why??? subdivision should respect natural land forms and watercourses to maximize the best use of fertile soils. Policy 4- again sounds like a double standard. Policy 5- again confusing. Should the suggestion be open to bonafide farmers only? Agritourism use- needs to permit some option for permanent facilities. Eg. Washrooms, instructional rooms, tasting rooms Temporary use permit- what is yearly cost? And what term are they? Policy 7- again what cost? Intensive agricultural and feedlot definitions don't seem to work for Denman Island. Commercial Cannabis production warrants further discussion with CommunityLub regulations. Larger parcels should be allowed more than 3 units per site to make it economical. Last, The Growers and Producers Alliance does not support the removal of " horticulture and agriculture as permitted uses in the RI, R2 zones. Second First Referral Response dated 12-Jul-2018: See Agency Referrals Attachment 1 for complete response. Additional response dated 06-Sep-2018 see Agency Referrals Response Attachment 2. Second Referral response dated 01-Feb-2023: See Agency Referrals Attachment 3 for complete response		
Executive Committee Acting As A Local Trust Committee *200 -1627 Fort Street:* Peter Luckham *Comment:* Interests Unaffected by Bylaw	17-May-2018	12-Dec-2023
Halalt First Nation *7973 Chemainus Rd:* & Council Chief *Comment:*	17-May-2018 17-Nov-2022	
Hornby Island Local Trust Committee *700 North Road:* Laura Busheikin *Comment:*	17-May-2018 22-Dec-2022	
Hulquminum Treaty Group *200-200 Cowichan Way:* Reception Referrals	17-Nov-2022	

Referrals: Bylaw DE-229

Agency	Sent	Received
Islands Trust, Bylaw Enforcement *200 - 1627 Fort Street:* Miles Drew *Comment:*	17-May-2018	
K'omoks First Nation *3320 Comox Road:* Monty Horton *Comment:* - KFN has no concerns or comments regarding the proposed Bylaws - Please consider including wording in the bylaws that acknowledge the traditional territory of the K'omoks First Nation	17-May-2018	05-Jul-2018
K'omoks First Nation *3320 Comox Road:* Tina McLean *Comment:* KFN has no concerns or comments regarding the proposed Bylaws Please consider including wording in the bylaws that acknowledge the traditional territory of the K"omoks First Nation	17-May-2018 17-Nov-2022	05-Jul-2018
Lake Cowichan First Nation *313B Deer Road:* Carole Livingstone *Comment:* This application is located within the Ts'uubaa-asatx Nation statement of intent area; it is the interest of the Ts'uubaa-asatx Nation to respectfully maintain our rights and access to the lands and resources throughout our territory. Ts'uubaa-asatx Nation does not have any comments to provide at this time regarding this application proceeding. Please note that this "no comment" response is specifically intended for this application and is without prejudice to all future consultation with our Nation regarding not only the renewal of this application but any other application or decision within the Ts'uubaa-asatx Nation traditional territory. Furthermore, we may choose in the future to address the issues of Aboriginal rights and/or title infringement and compensation through the treaty process, the courts or other dispute resolution processes. We also reserve the right to raise objections if any cultural use, archaeological sites or environmental impacts are identified when the above development is being carried out or if we discover impacts on our rights or interest that we had not foreseen.	17-May-2018 17-Nov-2022	13-Dec-2022
Lyackson First Nation *8017 Chemainus Road:* Linda Aidnell *Comment:* At this time, we have no further comments, though we retain the right to revise this assessment.	17-May-2018 17-Nov-2022	06-Nov-2023
Malahat First Nation *110 Thunder Road, RR4:* Heather Adams *Comment:* Not within Traditional Territory, defer to local Nations	17-May-2018	29-Jun-2018
Ministry of Agriculture *BC Access Centre:* Jill Hatfield *Comment:* First Referrals Response dated 11-Jul-2018 see Agency Referrals Response Attachment 4 for complete response. Second Referrals Response dated 07-Feb-2023 see Agency Referrals Response Attachment 5 for complete response	17-May-2018 22-Dec-2022	11-Jul-2018 07-Feb-2023

Referrals: Bylaw DE-229

Agency	Sent	Received
Nanwakolas Council *203-2005 Eagle Drive:* Referrals Office *Comment:*	17-May-2018 17-Nov-2022	
Penelakut Tribe *Chief and Council:* Denise James *Comment:*	17-May-2018 17-Nov-2022	
Qualicum Indian Band *5850 River Road:* Michael Recalma *Comment:*	17-May-2018 17-Nov-2022	
School District 71 *607 Cumberland Raod:* Tom Demeo *Comment:*	17-May-2018 22-Dec-2022	
SnawNawAs Nation (Nanoose) *209 Mallard Way:* Tom Bob *Comment:*	17-May-2018 17-Nov-2022	
Snuneymuxw First Nation *668 Centre Street:* Desiree Thomas	17-Nov-2022	
Songhees Nation *1500D Admirals Road:* Cheryl Bryce *Comment:*	17-May-2018	
Stz'uminus First Nation *12611A Trans Canada Hwy:* Chenoa Akey *Comment:*	17-May-2018 17-Nov-2022	
Te'Mexw Treaty Association *13D Cooper Road:* Chief & Council *Comment:*	17-May-2018 17-Nov-2022	
Tla'amin First Nation *RR #2, Sliammon Road:* Denise Smith *Comment:* Thank you for your submission. This referral is outside of Tla'amin Nation's core territory. We will defer decision making to K'omoks Nation.	17-May-2018 17-Nov-2022	 17-Mar-2023
TSou-ke First Nation (Sooke) *2154 Lazzar Road:* Karen George *Comment:*	17-May-2018	
We Wai Kai Nation *690 Headstart Crescent:* Chief Brian Assu *Comment:*	17-May-2018 17-Nov-2022	

Referrals: Bylaw DE-229

Agency	Sent	Received
We Wai Kum First Nation	17-May-2018	
1400 Weiwaikum Road: Robert (Bob) Pollard	17-Nov-2023	
Comment:		
Xwemalhkwu (Homalco) First Nation	17-May-2018	
1218 Bute Crescent: Mary Ann Enevoldsen	17-Nov-2022	
Comment:		

ISLANDS TRUST POLICY STATEMENT
DIRECTIVES ONLY CHECKLIST

File No.: 6500-20
File Name: Farm Plan Implementation Bylaw No. 229

PURPOSE

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

POLICY STATEMENT

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

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

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

DIRECTIVES ONLY CHECKLIST

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

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

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

PART III: POLICIES FOR ECOSYSTEM PRESERVATION AND PROTECTION

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

PART IV: POLICIES FOR THE STEWARDSHIP OF RESOURCES

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

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

PART V: POLICIES FOR SUSTAINABLE COMMUNITIES

CONSISTENT	NO.	DIRECTIVE POLICY
	5.1	**Aesthetic Qualities**
N/A	**5.1 3**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the protection of views, scenic areas and distinctive features contributing to the overall visual quality and scenic value of the Trust Area.
	5.2	**Growth and Development**
N/A	**5.2.3**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address policies related to the aesthetic, environmental and social impacts of development.
N/A	**5.2.4**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address any potential growth rate and strategies for growth management that ensure that land use is compatible with preservation and protection of the environment, natural amenities, resources and community character.
✓	**5.2.5**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address means for achieving efficient use of the land base without exceeding any density limits defined in their official community plans.
N/A	**5.2.6**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of areas hazardous to development, including areas subject to flooding, erosion or slope instability, and strategies to direct development away from such hazards.
	5.3	**Transportation and Utilities**
N/A	**5.3.4**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the development of a classification system of rural roadways, including scenic or heritage road designations, in recognition of the object of the Islands Trust.
N/A	**5.3.5**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the impacts of road location, design, construction and systems.
N/A	**5.3.6**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the designation of areas for the landing of emergency helicopters.
N/A	**5.3.7**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the development of land use patterns that encourage establishment of bicycle paths and other local and inter-community transportation systems that reduce dependency on private automobile use.
	5.4	**Disposal of Waste**
N/A	**5.4.4**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of acceptable locations for the disposal of solid waste.
CONSISTENT	**NO.**	**DIRECTIVE POLICY**

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

	POLICY STATEMENT COMPLIANCE
✓	***In compliance with Trust Policy***
	Not in compliance with Trust Policy for the following reasons:

ISLANDS TRUST POLICY STATEMENT
DIRECTIVES ONLY CHECKLIST

File No.: 6500-20
File Name: Farm Plan Implementation Bylaw No. 228

PURPOSE

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

POLICY STATEMENT

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

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

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

DIRECTIVES ONLY CHECKLIST

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

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

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

PART III: POLICIES FOR ECOSYSTEM PRESERVATION AND PROTECTION

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

PART IV: POLICIES FOR THE STEWARDSHIP OF RESOURCES

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

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

PART V: POLICIES FOR SUSTAINABLE COMMUNITIES

CONSISTENT	NO.	DIRECTIVE POLICY
	5.1	**Aesthetic Qualities**
N/A	**5.1 3**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the protection of views, scenic areas and distinctive features contributing to the overall visual quality and scenic value of the Trust Area.
	5.2	**Growth and Development**
N/A	**5.2.3**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address policies related to the aesthetic, environmental and social impacts of development.
N/A	**5.2.4**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address any potential growth rate and strategies for growth management that ensure that land use is compatible with preservation and protection of the environment, natural amenities, resources and community character.
✓	**5.2.5**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address means for achieving efficient use of the land base without exceeding any density limits defined in their official community plans.
N/A	**5.2.6**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of areas hazardous to development, including areas subject to flooding, erosion or slope instability, and strategies to direct development away from such hazards.
	5.3	**Transportation and Utilities**
N/A	**5.3.4**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the development of a classification system of rural roadways, including scenic or heritage road designations, in recognition of the object of the Islands Trust.
N/A	**5.3.5**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the impacts of road location, design, construction and systems.
N/A	**5.3.6**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the designation of areas for the landing of emergency helicopters.
N/A	**5.3.7**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the development of land use patterns that encourage establishment of bicycle paths and other local and inter-community transportation systems that reduce dependency on private automobile use.
	5.4	**Disposal of Waste**
N/A	**5.4.4**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of acceptable locations for the disposal of solid waste.
CONSISTENT	**NO.**	**DIRECTIVE POLICY**

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

	POLICY STATEMENT COMPLIANCE
✓	***In compliance with Trust Policy***
	Not in compliance with Trust Policy for the following reasons:

PROPOSED

DENMAN ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 228

A BYLAW TO AMEND DENMAN ISLAND OFFICIAL COMMUNITY PLAN BYLAW, 2008

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

1. Citation

   This bylaw may be cited for all purposes as "Denman Island Official Community Plan Bylaw, 2008, Amendment No. 1, 2018".

2. Denman Island Local Trust Committee Bylaw No. 185, cited as "Denman Island Official Community Plan Bylaw, 2008," is amended as per Schedule 1 and Schedule 2 attached to and forming part of this Bylaw.

READ A FIRST TIME THIS	6TH	DAY OF	OCTOBER	, 2022
READ A SECOND TIME THIS	13TH	DAY OF	FEBRUARY	, 2024
PUBLIC HEARING HELD THIS	13TH	DAY OF	FEBRUARY	, 2024
READ A THIRD TIME THIS	13TH	DAY OF	FEBRUARY	, 2024

APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST THIS

	_____	DAY OF	_____	, 20XX
ADOPTED THIS	_____	DAY OF	_____	, 20XX

_____ _____

Chair **Secretary**

DENMAN ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 228

Schedule 1

1. Denman Island Local Trust Committee Bylaw No. 185, cited as "Denman Island Official Community Plan Bylaw, 2008", Schedule "A" is amended as follows:

1.1 Part B – PREAMBLE, Section B.1 – INTRODUCTION, Subsection – What is an Official Community Plan? is amended by deleting the word "eight" and replacing it with "nine" in each instance it appears and adding the word "Agriculture" as a bullet point before "Conservation/Recreation".

1.2 Part B– PREAMBLE, Section B.3 – GUIDING OBJECTIVES, Subsection – Families and Individuals – Guiding Objectives is amending by adding the following text directly before "Guiding Objective – Conservation/Recreation":

"Guiding Objective – Agriculture
To preserve agricultural land and encourage farming on land in the Agricultural Land Reserve"

1.3 Part C – THE NATURAL ENVIRONMENT, Section C.3 – THE MARINE ENVIRONMENT, Subsection- The Marine Environment- Advocacy Policies, Article - Advocacy Policy 3 is amended by replacing "The Ministry of Agriculture and Lands" with "The Ministry responsible for agriculture".

1.4 Part D – THE SOCIAL FABRIC, Section D.3 – WATER MANAGEMENT, Subsection - Water Management- Advocacy Policies, Article - Advocacy Policy 2 is amended by replacing "The Ministry of Transportation and Infrastructure, Ministry of Environment and the Ministry of Agriculture and Land" with "The Ministries responsible for transportation, environment and agriculture"

1.5 Part E – FAMILIES AND INDIVIDUALS, Section E.1 – HOUSING is amended by deleting the fifth paragraph in its entirety and replacing it with:

"The Sustainable Resource designation, which is shown on Schedule C, includes large forested lots on the island in which the existing principal use is locally operated sustainable resources harvesting.

The Agriculture designation, which is shown on Schedule C, includes all of the lands in the Agricultural Land Reserve. The principal use of land in this designation is agriculture."

1.6 Part E – FAMILIES AND INDIVIDUALS, Section E.1 – HOUSING, Subsection Housing – Policies, Subdivision, Article - Policy 4 is amended by adding the words "Agriculture designation and in the" before the word "Sustainable" ".

1.7 Part E – FAMILIES AND INDIVIDUALS, Section E.1 – HOUSING, Subsection Housing – Policies, Subdivision, Article - Policy 5 is amended by adding the words "Agriculture designation and in the" before the word "Sustainable".

1.8 Part E – FAMILIES AND INDIVIDUALS, Section E.1 – HOUSING, Subsection Housing – Policies, Use and Density, Article - Policy 15 is amended by deleting the policy in its entirety and replacing it with:

"In the Agriculture designation, unless otherwise permitted by Policy 30, on land in the Agricultural Land Reserve, zoning regulations should permit:

- One principal dwelling per lot consistent with the *Agricultural Land Reserve Use Regulation* and the *Denman Land Use Bylaw; and*
- One secondary suite within a principal dwelling per lot consistent with the *Agricultural Land Reserve Use Regulation* provided that the land owner provides the Local Trust Committee with proof that adequate water supply and septic (or equivalent) is available for each dwelling unit without endangering the water supply of adjacent land owners*; and*
- One secondary dwelling per lot consistent with *the Agricultural Land Reserve Use Regulation* provided that the land owner provides the Local Trust Committee with proof that adequate water supply and septic (or equivalent) is available for each dwelling unit without endangering the water supply of adjacent land owners; and
- Additional dwellings could be permitted if they are required for full-time farm help and approved by the Agricultural Land Commission."

1.8a Part E – FAMILIES AND INDIVIDUALS, Section E.1 – HOUSING, Subsection Housing – Policies, Use and Density, Article Remove the "Information Note" located between Policy 17 and Policy 18.

1.8b Part E – FAMILIES AND INDIVIDUALS, Section E.1 – HOUSING, Subsection Housing – Policies, Use and Density, Article - siting – an additional Policy is added after Policy 24: Zoning regulations should establish maximum setbacks from lot lines for residential use within the Agricultural Land Reserve as guided by the Ministry of Agriculture and Food's Guide to Bylaw Development in Farming Areas to protect the land's agricultural viability.

1.8c Part E – FAMILIES AND INDIVIDUALS, Section E.1 – HOUSING, Subsection Housing – Policies, Use and Density, Article - zoning – an additional provision is added to Policy 28: that the proposal is not located within the Agricultural Land Reserve.

1.8d Part E – FAMILIES AND INDIVIDUALS, Section E.1 – HOUSING, Subsection Housing – Policies, Use and Density, Article - zoning – an additional provision is added to Policy 29: that the proposal is not located within the Agricultural Land Reserve.

1.8e Part E – FAMILIES AND INDIVIDUALS, Section E.2 – ECONOMIC ACTIVITIES, Subsection – Policies, Tourism – the following text is added to Policy 14 after the word "accommodation". Tourist accommodation within the Agricultural Land Reserve must be consistent with the Agricultural Land Reserve Use Regulation and Denman Island bylaws.

1.9 Part E – FAMILIES AND INDIVIDUALS, Section E.4 is amended by changing the section title to "AGRICULTURE AND RESOURCES".

1.10 Part E – FAMILIES AND INDIVIDUALS, Section E.4 is amended by deleting the fourth paragraph in its entirety and replacing it with:

"The Agriculture designation, which is shown on Schedule C, includes all land in the Agricultural Land Reserve. The principal use of land in this designation is agriculture.

The Sustainable Resource designation, which is shown on Schedule C, includes all large lot forest lands. The principal use in this designation is forestry."

1.11 Part E – FAMILIES AND INDIVIDUALS, Section E.4 – AGRICULTURE AND RESOURCES, Subsection - Guiding Objective, is amended by inserting the words "and that the Agricultural Land Reserve is protected for farming use." after the word "Island".

1.12 Part E – FAMILIES AND INDIVIDUALS, Section E.4 – AGRICULTURE AND RESOURCES, Subsection - "Resource – Objectives" is amended by renaming "Resource – Objectives" to "Agriculture and Resource Objectives".

1.13 Part E – FAMILIES AND INDIVIDUALS, Section E.4 - AGRICULTURE AND RESOURCES, Subsection - Agriculture and Resource Objectives, Article – Objective 1 is amended by adding the words "for farming" after "Reserve".

1.14 Part E – FAMILIES AND INDIVIDUALS, Section E.4 - AGRICULTURE AND RESOURCES, Subsection – "Resource – Policies" is amended by renaming "Resource – Policies" to "Agriculture and Resource Policies".

1.15 Part E – FAMILIES AND INDIVIDUALS, Section E.4 - AGRICULTURE AND RESOURCES, Subsection – Agriculture and Resource Policies is amended by adding the following policies preceding Policy 1 and renumbering subsequent policies in this subsection accordingly:

"Policy 1 The Agriculture designation should apply to all lands in the Agricultural Land Reserve and the principal use of land within this designation should be agriculture.

Policy 2 The Local Trust Committee supports the consolidation of parcels in the Agricultural Land Reserve.

Policy 3 Subdivision regulations for parcels in the Agricultural Land Reserve should avoid the creation of panhandle lots.

Policy 4 Zoning regulations should permit agri-tourism use on land in the Agricultural Land Reserve when consistent with the *Agricultural Land Reserve Use Regulation* and on lots where agriculture or horticulture are a permitted use.

Policy 5 Zoning regulations should permit an amount of agri-tourism accommodation on land in the Agricultural Land Reserve that is more limited than the criteria set forth in the *Agricultural Land Reserve Use Regulation.*

Policy 6 The Local Trust Committee should support agricultural processing uses and facilities on non-Agricultural Land Reserve land, subject to rezoning.

Policy 7 The Local Trust Committee should only support applications for exclusion of land from the Agricultural Land Reserve where there is a significant benefit for the greater community of Denman Island."

1.16 Part E – FAMILIES AND INDIVIDUALS, Section E.4 - AGRICULTURE AND RESOURCES, Subsection – DEVELOPMENT APPROVAL INFORMATION – CIRCUMSTANCES AND SPECIAL CONDITIONS:

(a) Article – Policy 8 is amended by adding the words "Agriculture designation and" before "Sustainable Resource designation"; and,

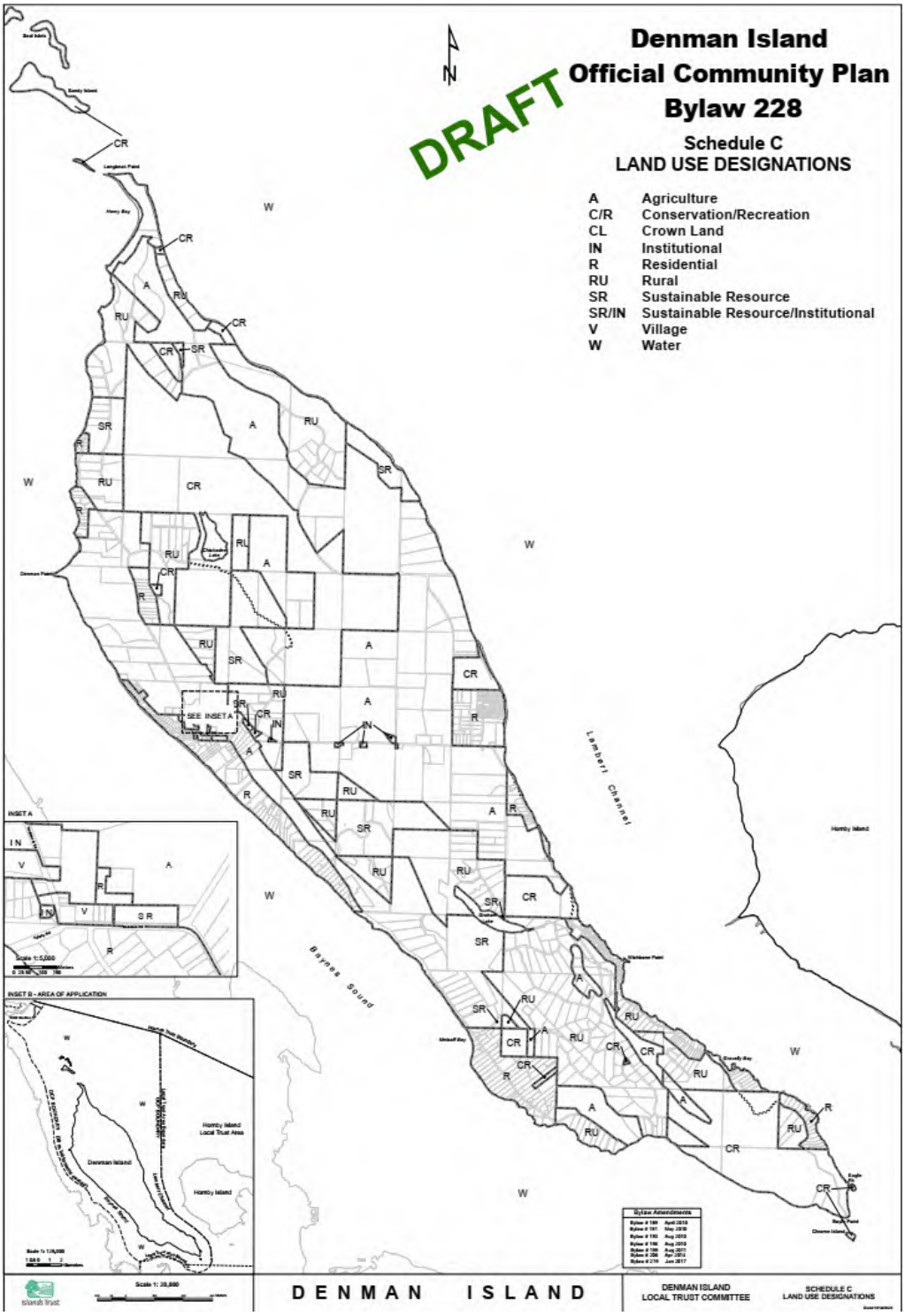
(b) Article – Policy 9 is amended by removing the words "area designated Sustainable Resource" and replacing with "areas designated Agriculture and Sustainable Resource" and adding the word "Agriculture and" before "Sustainable Resource designation".

1.17 Part H – OTHER PERMITS, Section H.2 – TEMPORARY USE PERMITS, INFORMATION NOTE is amended by removing the words "Section 921 of".

2. Denman Island Local Trust Committee Bylaw No. 185, cited as "Denman Island Official Community Plan Bylaw, 2008", Schedule "C" is amended as per Schedule 2, attached to and forming part of this Bylaw.

DENMAN ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 228

Schedule 2



PROPOSED

DENMAN ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 229

A BYLAW TO AMEND DENMAN ISLAND LAND USE BYLAW, 2008

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

1. Citation

   This bylaw may be cited for all purposes as "Denman Island Land Use Bylaw, 2008, Amendment No. 1, 2018".

2. Denman Island Local Trust Committee Bylaw No. 186, cited as "Denman Island Land Use Bylaw, 2008," is amended as per Schedule 1 attached to and forming part of this bylaw.

READ A FIRST TIME THIS	6TH	DAY OF	OCTOBER	, 2022
READ A SECOND TIME THIS	13TH	DAY OF	FEBRUARY	, 2024
PUBLIC HEARING HELD THIS	13TH	DAY OF	FEBRUARY	, 2024
READ A THIRD TIME THIS	13TH	DAY OF	FEBRUARY	, 2024

APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST THIS

	_____	DAY OF	_____	, 20XX
ADOPTED THIS	_____	DAY OF	_____	, 20XX

_____ _____

Chair **Secretary**

DENMAN ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 229

Schedule 1

1. Schedule "A" of Denman Island Land Use Bylaw, 2008, is amended as follows:

1.1 Part 1 - ADMINISTRATION, Section 1.1 – Definitions is amended by deleting "*agriculture*" and replacing with:

i. "agriculture means the use of land, buildings, or structures for the growing, rearing, harvesting, processing, marketing or production of agricultural plants, crops, or livestock."

ii. "panhandle Iot means a lot, the configuration of which results in a front lot line that is less than 50% of the average lot width;"

1.2 Part 1 - ADMINISTRATION, Section 1.1 – Definitions is amended by deleting "'feedlot" in its entirety

1.3 Part 1 - ADMINISTRATION, Section 1.1 – Definitions is amended by inserting the following new definitions in alphabetical order:

agri-tourism means a tourist activity, service or facility accessory to the agricultural use of the land that is classified as a 'farm' under the *Assessment Act,* where no permanent facilities are constructed or erected, and includes all listed agri-tourism activities in Section 12.2 of the Agricultural Land Reserve Use Regulation.

agri-tourism accommodation means a) a bedroom or other area used as a bedroom within an agri-tourism accommodation cabin or b) a tent or recreational vehicle on an agri-tourism accommodation campground as defined by the *Agricultural Land Reserve Use Regulation*.

Produce stand means a structure used for the sale of agricultural products where the products being offered for sale have been grown or reared on Denman Island.

Sleeping unit means a) a bedroom in a dwelling or b) a tent or recreational vehicle on a campsite used for agri-tourism accommodation.

1.4 Part 2 – GENERAL REGULATIONS, Section 2.1 – Uses, Buildings and Structures, Subsection 4 is amended by deleting the paragraph in its entirety and replacing with:

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), and on properties in the Agricultural Land Reserve without a Temporary Use Permit.

Secondary suites are generally permitted within a principal dwelling within these zoning designations.

1.5 Part 2 – GENERAL REGULATIONS, Section 2.1 – Uses, Buildings and Structures, Subsection 5 is amended by deleting the following information note in its entirety:

“INFORMATION NOTE: Any residence approved by the Agricultural Land Commission for farm help within the ALR does not require a Temporary Use Permit.”

1.6 Part 2 – GENERAL REGULATIONS, Section 2.2 – General Height Regulations, Subsection 2.2.1 is amended by adding the words “deer fencing, netting supports, trellises,” before the word “radio”.

1.7 Part 2 – GENERAL REGULATIONS, Section 2.3 – General Setback Regulations, Subsection 2.3.2 - Setbacks from Streams, Lakes and Wetlands is deleted in its entirety and replaced with:

“The minimum setback from the natural boundary of a stream, a lake other than Chickadee Lake or Graham Lake, or a wetland is:

- 30.0 metres for a sewage disposal field or alternate sewage system;
- 30.0 metres for buildings and structures associated with agriculture, except for a fence; and
- 15.0 metres for all other buildings and structures, except for a fence.

The minimum setback from Chickadee Lake and Graham lake is 60.0 metres for a sewage disposal field, alternate sewage system, and all other buildings and structures, including fencing associated with agriculture or used to accommodate domesticated animals other than household pets.”

1.8 Part 2 – GENERAL REGULATIONS, Section 2.3 – General Setback Regulations, Subsection 2.3.3 -Setbacks and Elevations from the Sea is deleted in its entirety and replaced with:

“The minimum setback from the natural boundary of the sea is:

- 30.0 metres for a sewage disposal field or alternate sewage disposal system;
- 30.0 metres for buildings and structures, associated with agriculture, except for a fence;
- 5.0 metres for a boathouse; and
- 15.0 metres for all other buildings and structures, except for a fence or access stairway.”

1.9 Part 2 – GENERAL REGULATIONS, Section 2.5 – Parking Regulations, Subsection 2.5.16 is amended by adding, under Commercial, the following bullet:

- One per sleeping unit of agri-tourism accommodation

1.10 Part 2 – GENERAL REGULATIONS, Section 2.5 – Parking Regulations, Subsection 2.5.17 is amended by adding the following bullet:

- Four, or one per sleeping unit of agri-tourism accommodation, whichever is greatest

1.11 Part 2 – GENERAL REGULATIONS, Section 2.7 – Screening Regulations – General Regulations, is amended by adding the following item after 4:

5. All agri-tourism accommodation must be screened from view from an adjacent lot by a landscape screen, a berm, or fencing.

1.12 Part 3 – ZONE REGULATIONS, Section 3.1 – Creation of Zones, Subsection 3.1.1 is amended by replacing the heading "Resource Zones" with "Agriculture and Resource Zones".

1.13 Part 3 – ZONE REGULATIONS, Section 3.3 – Table 1 – Permitted Uses – Accessory Uses is amended by replacing item 7 with:

7. Horticulture and agriculture, accessory to a principal residential use

1.14 Part 3 – ZONE REGULATIONS, Section 3.3 – Table 1 – Permitted Uses – Accessory Uses is amended by adding the following item after number 10:

11. Intensive agriculture on lots greater than 2.0 hectares.

1.15 Part 3 – ZONE REGULATIONS is amended by removing the words ", excluding deer netting" from the following tables:

Section 3.3 – Residential Zoning Tables, Table 4 – Height, Subsection (3)
Section 3.4 – Resource Zoning Tables, Table 4 – Height, Subsection (4)
Section 3.5 – Commercial and Light Industrial Zoning Tables, Table 4 – Height, Subsection (3)
Section 3.6 – Community Zoning Tables, Table 4 – Height, Subsection (2)

1.16 Part 3 – ZONE REGULATIONS, Section 3.3 – Residential Zoning Tables, Table 1 – Permitted Uses, Subsection – Accessory Uses is amended by adding the following new subsections:

Table 1 – Permitted Uses	**R1**	**R2**	**R3**
"11 Agri-tourism use on a lot classified as a farm under the BC Assessment Act"	✓	✓	✓
12 Agri-tourism accommodation on lots larger than 4.0 ha and classified as a farm under the BC Assessment Act where permitted by a Temporary Use Permit	✓	✓	✓

1.17 Part 3 –ZONE REGULATIONS, Section 3.3 – Residential Zoning Tables, Table 2 – Permitted Buildings and Structures

Table 2 – Permitted Buildings and Structures	**R1**	**R2**	**R3**

13	One agricultural produce stand per lot, not exceeding 4.6 square metres (50 square feet) gross floor area	✓	✓	✓

1.18 Part 3 –ZONE REGULATIONS, Section 3.3 – Residential Zoning Tables, Table 5 – Setbacks, is amended by adding the following to line 2 after pit privies:

2. agri-tourism accommodation

1.19 Part 3 – ZONE REGULATIONS, Section 3.3 – Residential Zoning Tables, Table 5 – Setbacks, is amended by adding the following item following number 3:

Table 5 – Setbacks		**R1**	**R2**	**R3**
4	Minimum setback for produce stands from the front lot line	4.5m	4.5m	4.5m

1.20 Part 3 – ZONE REGULATIONS, Section 3.3 – Residential Zoning Tables, Table 9 Conditions of Use, is added as follows:

Table 9 – Conditions of Use	**R1**	**R2**	**R3**
1. On Agricultural Land Reserve lots where a secondary dwelling or agri-tourism accommodation use is to be created, there must be an adequate supply of water, and sewage disposal capacity, for the use, and for this purpose the rules for proving water for a subdivision in Section 2.8 and proof from a qualified professional that the agri-tourism accommodation or dwelling is connected to an approved sewerage system apply**.**	✓	✓	✓

1.21 Part 3 – ZONE REGULATIONS, Section 3.4 Resource Zoning Tables is amended by replacing “Resource Zoning Tables” with “Agriculture and Resource Zoning Tables”.

1.22 Part 3 – ZONE REGULATIONS, Section 3.4 – “Agriculture and Resource Zoning Tables”, Table 1 – Permitted Uses, Subsection 3.4.12 is deleted in its entirety and replaced with the following:

	Table 1 – Permitted Uses	**A**	**F**	**RE**
“12	Secondary suite	✓	✓	✓
13	Secondary dwelling unit consistent with *the Agricultural Land Reserve Use Regulation*	✓		
14	Secondary dwelling unit (requires approval by a Temporary Use Permit)		✓	✓
15	Agri-tourism on a lot classified as a farm under the BC *Assessment Act*	✓	✓	✓
16	Agri-tourism accommodation on lots larger than 4.0 ha and classified as a farm under the BC Assessment Act and consistent with the *Agricultural Land Reserve Use Regulation*	✓	✓	✓
17	Agri-tourism accommodation on a lot classified as a farm under the BC Assessment Act (requires approval by a Temporary Use Permit)”		✓	✓

1.23 Part 3 – ZONE REGULATIONS, Section 3.4 – “Agriculture and Resource Zoning Tables”, Table 2 – Permitted Buildings and Structures, Subsection 3.4.7 is amended by renumbering accordingly and deleting in its entirety and replacing it with:

	Table 2 – Permitted Buildings and Structures	A	F	RE
7	"On land in the Agricultural Land Reserve, a secondary dwelling unit in accordance with the *Agricultural Land Reserve Use Regulation*"	✓	✓	✓
8	"On land in the Agricultural Land Reserve, four (4) or fewer sleeping units for agri-tourism accommodation in the form of either seasonal campsites and/or a maximum of one (1) cabin on a property over 4 ha and must be classified under the BC Assessment Act as "Farm"."	✓		

1.24 Part 3 – ZONE REGULATIONS, Section 3.4 – "Agriculture and Resource Zoning Tables", Table 3 – Density of Uses, Buildings and Structures and the Information Note are deleted in their entirety and replaced with:

	"Table 3 - Density of Uses, Buildings and Structures	A	F	RE
1.	Minimum lot area per principal single family dwelling unit on land outside the Agricultural Land Reserve	15.0ha	64.0 ha	15.0 ha
2.	Despite line 1 of this table, maximum number of single family dwelling units on lots less than the minimum area shown in line 1 of this table	1	1	1
3.	Subject to line 1 of this table, maximum number of dwelling units per lot	n/a	1	1
4.	Maximum lot coverage by buildings and structures			
	• excluding greenhouses	35%	5%	10%
	• including greenhouses	75%	5%	10%
5.	On land in the Agricultural Land Reserve, the total developed area for buildings, landscaping, sewage disposal, parking and access for agri-tourim accommodation must be less than 1% of the total area of the parcel	✓	n/a	n/a
6.	On land in the Agricultural Land Reserve, maximum number of single family dwellings per lot	1	1	1
7.	On land in the Agricultural Land Reserve, maximum gross floor area of a single family dwelling unit	410m^2	410m^2	410m^2
8.	On land in the Agricultural Land Reserve, maximum number of secondary suites per lot (subject to 2.1.(4) and 2.1(5))	1	1	1
9.	On land in the Agricultural Land Reserve maximum number of secondary dwelling units per lot"	1	1	1

1.25 Part 3 – ZONE REGULATIONS, Section 3.4 – "Agriculture and Resource Zoning Tables", Table 3 – Density of Uses, Buildings and Structures – add a note that: the cumulative footprint of all dwellings (principal dwellings including any secondary suite and secondary dwelling) must not exceed 500 m^2.

1.26 Part 3 – ZONE REGULATIONS, Section 3.4 – "Agriculture and Resource Zoning Tables", Table 3 – the Information Note at the bottom of Table 3 is removed.

1.27 Part 3 – ZONE REGULATIONS, Section 3.4 – "Agriculture and Resource Zoning Tables", Table 4 – Height, Subsection 3 is amended by adding the words "except for buildings and structures used solely as silos or grain bins, on land in the Agricultural Land Reserve" after the word "use".

1.28 Part 3 – ZONE REGULATIONS, Section 3.4 – "Agriculture and Resource Zoning Tables", Table 4 – Height, Subsection 4 is amended by removing the fence height restriction for "A" Agriculture and replacing with "N/A".

1.29 Part 3 – ZONE REGULATIONS, Section 3.4 – "Agriculture and Resource Zoning Tables", Table 5 – Setbacks, is amended by adding a new subsection as follows:

Table 5 - Setbacks	**A**	**F**	**RE**
"7 Minimum setback from any lot line for agri-tourism accommodation"	30.0m	30.0m	30.0m"
8. Minimum setback from any lot line for a produce stand with a gross floor area no greater than 10m2	0m	0m	0m

1.30 Part 3 – ZONE REGULATIONS, Section 3.4 – "Agriculture and Resource Zoning Tables", Table 9 – Conditions of Use, is added as follows:

Table 9 – Conditions of Use	**A**	**F**	**RE**
1. On Agricultural Land Reserve lots where a secondary dwelling or agri-tourism accommodation use is to be created, there must be an adequate supply of water, and sewage disposal capacity, for the use, and for this purpose the rules for proving water for a subdivision in Section 2.8 and proof from a qualified professional that the agri-tourism accommodation or dwelling is connected to an approved sewerage system apply.	✓	✓ *Agri-tourism accommodation must be approved through a Temporary Use Permit	✓ *Agri-tourism accommodation must be approved through a Temporary Use Permit

1.31 Part 5 – TEMPORARY USE PERMITS, "Area 2", Subsection – Guidelines, is amended

Area 2
The Local Trust Committee may issue Temporary Use Permits for secondary dwelling units on lands zoned as "R2" (Rural Residential), "F" (Forestry) and "RE" (Resource). For clarity, Temporary Use Permits are not required for secondary dwellings within the "A" (Agriculture) zone if the parcel is within the Agricultural Land Reserve so long as they are consistent with the *Agricultural Land Reserve Use Regulation*.

Objective
To permit secondary dwelling units where considered appropriate to address housing objectives as defined in the Official Community Plan.

Guidelines

Guideline 1 Upon application, Temporary Use Permits may be considered for all parcels of land zoned as “R2” (Rural Residential), “F” (Forestry) and “RE" (Resource) by the Denman Island Land Use Bylaw.

Guideline 2 Compliance with the requirements of the “Secondary Suites and Accessory Dwellings” regulations of Part 2, “General Regulations”, is a condition of approval.

Guideline 3 Applications for Temporary Use Permits may be referred to the Advisory Planning Commission, which may be requested to provide an opportunity for public input to be received and considered in preparing its recommendations.

Guideline 4 Where approvals are required from other agencies, these should be obtained prior to the issuing of a Temporary Use Permit.

Guideline 5 The general conditions for issuing a Temporary Use Permit are as follows:

a) Adequate off-road parking should be provided;
b) There should be adequate provision for approved waste disposal before consideration is given by the Local Trust Committee;
c) Water supply should be addressed so as to not create negative impacts upon existing common water sources; and
d) Other requirements that the Local Trust Committee may consider appropriate.

1.32 Part 5 – TEMPORARY USE PERMITS is amended by adding the following new headings and Subsections after “Area 2”:

“**Area 3**
The Local Trust Committee may issue Temporary Use Permits for agri-tourism accommodation on lands zoned as “R1” (Residential), “R2” (Rural Residential), “R3” (Co-housing), “F” (Forestry) and “RE" (Resource) on a farm classified under the BC Assessment Act as “Farm” over 4 hectares in size. For clarity, Temporary Use Permits are not required for agri-tourism accommodation within the “A” (Agriculture) zone if the parcel is within the Agricultural Land Reserve.

Objective
To permit flexibility for the provision of small scale agri-tourism accommodation in conjunction with agricultural uses and farm activities that support seasonal economic opportunities for farmers. Agri-tourism accommodation in the form of home-based guest accommodation units in the principal dwelling are subject to Section 2.4.

Guidelines

Guideline 1 Agri-tourism accommodation is limited to four (4) or fewer sleeping units in the form of either seasonal campsites and/or a maximum of one (1) cabin.

Guideline 2 The total developed area for buildings, landscaping, sewage disposal, parking and access for the accommodation must be less than 1% of the total area of the parcel;

Guideline 3 The accommodation should be sited and designed to address:

- Locating the accommodation on poorer agricultural capability soils and away from environmentally sensitive areas;
- The provision of access to the accommodation that avoids conflict with agricultural uses on the farm and adjacent farms;
- Mitigating possible negative impacts using landscape buffers and screening subject to Section 2.7;
- The provision of adequate potable water and sewage disposal;
- The provision of adequate off-road parking; and
- Other requirements deemed necessary by the Local Trust Committee."

REQUEST FOR DECISION

LOCAL TRUST COMMITTEE BYLAW SUBMISSION

File No.: 6500-20

DATE OF MEETING:	February 28, 2024
TO:	Islands Trust Executive Committee
FROM:	Marlis McCargar, Island Planner
SUBJECT:	Gambier Island Local Trust Committee – Bylaw No. 158

RECOMMENDATION

1. **THAT the Islands Trust Executive Committee approve Gambier Island Local Trust Committee Bylaw No. 158, cited as "Keats Island Land Use Bylaw, 2002, Amendment No. 1, 2023" in accordance with Section 27 of the *Islands Trust Act*.**

DIRECTORS COMMENTS

Gambier Island Local Trust Committee (GM LTC) has referred Proposed Bylaw No.158 to the Executive Committee for approval under Section 27 of the *Islands Trust Act*. Staff recommends that the Executive Committee approve the bylaw as it is not contrary to or at variance to the Islands Trust Policy Statement.

IMPLICATIONS OF RECOMMENDATION

Organizational

None

Financial

None

Policy

None

Implementation/Communications

Communication to **Gambier Island Local Trust Committee** regarding the Executive Committee decision by **March 1, 2024**.

Other

The Connected Coast project construction window for the Gambier Local Trust Area closes end of March 2024. As a result, the Gambier LTC has expressed a high level of concern of being 'skipped over' for broadband connectivity, if the amended zoning is not in place prior to the construction window.

The LTC recognizes the current situation and fast-tracked timeline, is due to the poor planning of the Connect Coast project proponents. It has put the LTC in a difficult situation.

PURPOSE

Gambier Island Local Trust Committee Bylaw No. 158, cited as "Keats Island Land Use Bylaw, 2002, Amendment No. 1, 2023" (Attachment 5) is intended to amend the current Keats Island Land Use Bylaw No. 78 to permit the establishment and use of telecommunication utilities in the Marine General (MG) zone. Currently, the MG zone only permits research and educational activities related to the marine environment, including nature interpretation and navigational uses. This marine zone is unique around Keats Island – no research was done as to why the area is uniquely zoned.

BACKGROUND

Gambier Island Local Trust Committee Bylaw No. 158

In March 2023, Islands Trust received a Crown Lease referral for multiple locations and landing sites of fibre optic cable within the Gambier Local Trust Area. Staff response back to the Ministry of Forests was that the application area was not zoned for the proposed purpose in the marine area around Keats Island. The Marine General zone surrounds Keats Island and does not permit public utility use or any structures aside from navigational aids. The other proposed locations in the local trust area, for Gambier Island, were compatible with current zoning.

The project to place subsea fibre optic cables is managed and implemented by CityWest and the Strathcona Regional District, who together form the Connected Coast Partnership. Islands Trust staff met with members of the Connected Coast Partnership team on October 5, 2023 to further discuss the rezoning requirement and staff encouraged the proponent to submit an application as soon as possible to meet their project completion timelines. Connect Coast Partnership completion date is scheduled to be in March 31, 2024, at which time their funding expires.

Members of the Connected Coast Partnership team appeared as a delegation to the Gambier Island Local Trust Committee (LTC) meeting on October 17, 2023. At that time, the team introduced the LTC to the project that aims to bring high-speed internet to rural and remote communities along the BC coastline, Haida Gwaii and Vancouver Island. It was noted there are challenges with respect to bringing cables ashore through the Marine General (MG) zone around Keats Island. The LTC expressed interest in the project and recognized the benefit that it would bring to residents of Keats Island. The proponent was encouraged to submit an application and the LTC discussed expediting the rezoning application, once received.

The Connected Coast Partnership is responsible to ensure that all of the required permits are in place prior to construction. It was communicated to staff, that the Connected Coast Partnership is not directly gaining financially from this project, but providing an opportunity for existing Internet Service Providers (ISPs) to connect to the network and provide high speed internet to its users.

Islands Trust did not receive a rezoning application and due to a concern around Connected Coast Partnership time constraints and possibility of Keats Island being bypassed in the project, the LTC drafted bylaw amendment language and passed a resolution on November 21, 2023:

> **GM-2023-045**
> **It was MOVED and SECONDED**
> that section 4.16.1 of Bylaw 78 be amended by:
> 1. deleting the words "and structures" from the first line;
> 2. deleting the word "and" from the end of the first bulleted line;
> 3. replacing the period in the second bulleted line with a semi-colon and adding the word "and" after it; and
> 4. adding a third bulleted line that states "the establishment and the use telecommunication utilities".
>
> **CARRIED**

As requested by the LTC, staff prepared proposed Bylaw 158, with no preliminary planning analysis, and it was brought forward for first reading at the January 9, 2024 Special Meeting. At that Special meeting, the LTC gave first, second and third reading to proposed Bylaw 158.

The LTC is not holding a Public Hearing for proposed Bylaw No. 158 under the authority granted in Sections 467 of the *Local Government Act.*

Proposed Bylaw No. 158 was first brought forward to Executive Committee at the January 31, 2024 meeting. At that time, Executive Committee returned proposed Bylaw No. 158 to the Gambier LTC to complete the necessary analysis to determine whether the bylaw is contrary or at variance with the Policy Statement and OCP. Staff completed the analysis and ITPS checklist and the following resolution was passed by the Gambier LTC via Resolution Without Meeting (RWM) on February 21, 2024:

> **That the Gambier Island Local Trust Committee has reviewed the Islands Trust Policy Statement Directives Only Checklist and the Keats Island Official Community Plan Bylaw No. 77 and determined that Bylaw No. 158, cited as "Keats Island Land Use Bylaw, 2002, Amendment No. 1, 2023", is not contrary or at variance with the Islands Trust Policy Statement or the Keats Island Official Community Plan Bylaw No. 77.**

Reports and associated information for proposed Bylaw No. 158 is available on the Islands Trust website, under Gambier Projects.

Issues Relating To Provincial Interest

Proposed Bylaw No. 158 was sent to the following agencies and organizations on January 11, 2024:

Federal Agencies:

- Fisheries and Oceans Canada

Provincial Agencies:

- Ministry of Forests
- Ministry of Transportation and Infrastructure

Regional Agencies

- Sunshine Coast Regional District

Referral Responses:

Staff have received two responses from agencies. Fisheries and Oceans Canada responded with no detailed comments. However, emphasized the importance of conservation and protection of Canada's marine and freshwater resources. Sunshine Coast Regional District (SCRD) responded with no concerns.

Issues Relating To First Nation Interest

Proposed Bylaw No. 158 was sent to the following First Nations:

- Squamish Nation
- Snuneymuxw First Nation
- Lyackson First Nation
- Cowichan Tribes
- Penelakut Tribe
- Lake Cowichan First Nation
- Stz'uminus First Nation
- Halalt First Nation
- Tsleil-Waututh Nation
- Musqueam Nation

Referral Responses:

Squamish First Nation have indicated they have no comments. Cowichan Tribes noted that given the location, they defer to communities closer to the referral area. Musqueam Nation responded that due to a high volume of requests for referrals, engagement, and consultation, an initial review may take up to 45 days.

Issues Relating To Resources and Enforcement

None

Public Comments

None at the time of finalizing staff report.

Staff Comments

The Executive Committee is being requested to approve Gambier Island Local Trust Committee Bylaw No. 158, cited as "Keats Island Land Use Bylaw, 2002, Amendment No. 1, 2023" in accordance with Section 27 of the *Islands Trust Act*.

The recommendations are supported as

- The proposed bylaws have been determined to be consistent with the ITPS by the LTC;
- First Nation referrals were completed and no concerns were raised;
- Agency referrals were completed and no concerns were raised; and

- Statutory processes have been completed including statutory notification.

KEY ISSUES/CONCEPTS

- The bylaw will amend the Marine General (MG) zone to permit telecommunication utilities.

RELEVANT POLICY

- Section 27 of the *Islands Trust Act*
- Islands Trust Policy Statement Directive Policies
- Islands Trust Policy 1.3.1 [Policy Statement Implementation Policy]

ALTERNATIVE

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

   THAT the Executive Committee request that staff advise Gambier Island Local Trust Committee in writing that the Executive Committee considers that Bylaw No. 158 is contrary to or at variance with the Islands Trust Policy Statement for [INSERT REASONS], and advise the Gambier Island Local Trust Committee on steps needed to address the specified issues.

Submitted By:	Marlis McCargar, Island Planner	February 20, 2024
Concurrence:	[Managing Staff Name, Credentials Title]	Select Date.

ATTACHMENTS

1. EC Submission Cover
2. EC Policy Checklist
3. Bylaw Referrals Report
4. Bylaw No. 158
5. Memorandum dated February 20, 2024
6. Islands Trust Policy Statement Directives Only Checklist

Local Trust Committee Bylaws
Submission for Executive committee Approval

Local Trust Committee: Gambier Island Local Trust Committee Bylaw No.: GM-158

Bylaw Type: Land Use Bylaw

Date of resolution referring bylaw to Executive Committee: 09-Jan-2024

☒ 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: 09-Jan-2024

Reading:

Print Date: February 21, 2024

Referrals: Bylaw GM-158

Agency	Sent	Received
Cowichan Tribes	11-Jan-2024	12-Jan-2024
Chief and Council: Candace Charlie		
Comment: Given the location, we will defer to communities closer to the referral area.		
Fisheries and Oceans Canada	11-Jan-2024	12-Jan-2024
Suite 200 - 401 Burrard Street: Referrals Coordinator		
Comment: Thank you for contacting the Fish and Fish Habitat Protection Program (the Program) of Fisheries and Oceans Canada (DFO) regarding the above headlined Gambier Island Bylaw. The conservation and protection of Canada's marine and freshwater resources is a top priority for Fisheries and Oceans Canada (DFO). DFO's Fish and Fish Habitat Protection Program (FFHPP) helps conserve and protect fish and fish habitat and restore fish habitat for future generations. The FFHPP administers and ensures compliance for development projects taking place in and around fish habitat, under the Fisheries Act and relevant provisions of the Species at Risk Act. DFO's FFHPP is not providing detailed comments on the referenced Gambier Island Bylaw. However, DFO recommends that land use planning processes consider establishing clear environmental conservation and protection objectives that are reflected in designation of environmentally sensitive areas, setback requirements, stormwater retention/detention requirements, land use restrictions and bylaws (e.g., tree removal). Protection of freshwater and marine resources provides long-term benefits to fish and fish habitat, as well as to the public, by regulating water quality and quantity, providing for stream channel and foreshore stability, and increasing resiliency to climate change impacts.		
Halalt First Nation	11-Jan-2024	
7973 Chemainus Rd: & Council Chief		
Islands Trust Conservancy	11-Jan-2024	15-Jan-2024
Islands Trust Conservancy: K E		
Comment: As this bylaw doesn't fall under the Islands Trust Conservancy/Local Planning Services coordination policy, it doesn't require referral to the Islands Trust Conservancy Board. For efficiency, staff won't be assessing the content of the bylaw or the referral.		
Lyackson First Nation	11-Jan-2024	
8017 Chemainus Road: Cristina Hoffmann		
Ministry of Forests, Lands and Natural Resource Operations - Water Protection	11-Jan-2024	
# 142 - 2080A Labieux Road: Referrals Coodinator		
Comment:		
Ministry of Transporatation and Infrastructure	11-Jan-2024	
Vancouver Island District: Derek Atchison		
Comment:		
Musqueam Nation	11-Jan-2024	
6735 Salish Dr.: Referrals Coordinator		

Referrals: Bylaw GM-158

Agency	Sent	Received
Penelakut Tribe *Chief and Council:* Denean Jack	11-Jan-2024	
Snuneymuxw First Nation *668 Centre Street:* Desiree Thomas	11-Jan-2024	
Squamish Nation *PO Box 86131:* Lisa Wilcox *Comment:* Thank you for informing us of the proposed Bylaw. We have no comments.	11-Jan-2024	17-Jan-2024
Stz'uminus First Nation *12611A Trans Canada Hwy:* Chenoa Akey	11-Jan-2024	
Sunshine Coast Regional District *1975 Field Road:* Building Department Building Department Referrals *Comment:* Sunshine Coast Regional District has no concerns with the proposed text amendment.	11-Jan-2024	13-Feb-2024
Tsleil-Waututh Nation *3075 Takaya Drive:* Referrals Referrals	11-Jan-2024	
Tsuubaaasatx First Nation *Referrals:* Referrals Coodinator	11-Jan-2024	

DRAFT

GAMBIER ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 158

A BYLAW TO AMEND KEATS ISLAND LAND USE BYLAW, 2002

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

1. Citation

   This bylaw may be cited for all purposes as "Keats Island Land Use Bylaw, 2002, Amendment No. 1, 2023".

2. Gambier Island Local Trust Committee Bylaw No. 158, cited as "Keats Island Land Use Bylaw, 2002, Amendment No. 1, 2023," is amended as per Schedule "1" attached to and forming part of this bylaw.

READ A FIRST TIME THIS 9TH DAY OF JANUARY , 2024

READ A SECOND TIME THIS 9TH DAY OF JANUARY , 2024

READ A THIRD TIME THIS 9TH DAY OF JANUARY , 2024

APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST THIS _____ DAY OF _____ , 20____

ADOPTED THIS _____ DAY OF _____ , 20____

_____
CHAIR

_____
SECRETARY

GAMBIER ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 158

Schedule "1"

1. **Schedule "A"** of Keats Island Land Use Bylaw, 2002 is amended as follows:

1.1. PART 4 – ZONE REGULATIONS, Section **4.16 MARINE GENERAL (MG) ZONE**, Subsection **4.16.1** is amended by deleting "and" after interpretation in the first bullet, by inserting "and" after "navigational uses" in the second bullet and by inserting a third bullet "the establishment and use of telecommunication utilities".

1.2. PART 4 – ZONE REGULATIONS, Section **4.16 MARINE GENERAL (MG) ZONE**, Subsection **4.16.2** is amended by deleting "a navigational aid" and replacing it with "navigational aids or telecommunication utilities."

MEMORANDUM

File No.: 6500-20

DATE:	February 20, 2024
TO:	Gambier Island Local Trust Committee
FROM:	Marlis McCargar, Island Planner Northern Team
SUBJECT:	Keats Island Marine General Zone Amendment

PURPOSE

The purpose of this memo is to provide the Gambier Local Trust Committee with confirmation that proposed Bylaw No. 158 is not contrary or at variance with the Islands Trust Policy Statement or the Keats Island Official Community Plan Bylaw No. 77.

BACKGROUND

In March 2023, Islands Trust received a Crown Lease referral for multiple locations and landing sites of fibre optic cable within the Gambier Local Trust Area. The response back to the Ministry of Forests was that the application area was not zoned for the proposed purpose in the marine area around Keats Island. The Marine General zone is the coastal waters that surround Keats Island and does not permit public utility use or any structures aside from navigational aids.

Islands Trust staff met with members of the Connected Coast Partnership team on October 5, 2023 to further discuss the rezoning requirement and staff encouraged the proponent to submit an application as soon as possible to meet their project completion timelines. Connect Coast Partnership completion date is scheduled to be in March 2024.

Members of the Connected Coast team appeared as a delegation to the Gambier Island Local Trust Committee (LTC) meeting on October 17, 2023. At that time, the team introduced the LTC to the project (a joint venture between the City of Prince Rupert, CityWest and the Strathcona Regional District), that aims to bring high-speed internet to rural and remote communities along the BC coastline, Haida Gwaii and Vancouver Island. It was noted there are challenges with respect to bringing cables ashore through the Marine General (MG) zone around Keats Island. The LTC expressed interest in the project and recognized the benefit that it would bring to residents of Keats Island. The proponent was encouraged to submit an application and the LTC discussed expediting it, once received.

Islands Trust did not receive a rezoning application and due to a concern around Connected Coast Partnership project time constraints, the LTC initiated the Land Use Bylaw amendment process. Proposed Bylaw No. 158 was forwarded to Executive Committee on January 31, 2024, without any research, analysis or review. This conflicts with Islands Trust policies 1.3.1, 2.4.4, and 5.7.1 and as a result, the Executive Committee passed the following resolutions at their January 31, 2024 meeting.

EC-2024-013
It was MOVED and SECONDED,

1. THAT the Islands Trust Executive Committee return Gambier Island Local Trust Committee Bylaw No. 158, cited as Keats Island Land Use Bylaw, 2002, Amendment No. 1, 2023, to the Gambier Island Local Trust Committee for the following reasons:

    1. The referral is contrary to Islands Trust Policies 1.3.1 and 5.7.1 which requires a Policy Statement Directives Checklist to be included with a bylaw referred to the Executive Committee for approval,

    2. No written evidence is provided of an assessment whether the proposed bylaw is contrary to or at variance with Keats Island Official Community Plan Bylaw No. 77, nor is there any written evidence provided of an assessment whether the proposed bylaw is contrary to or at variance with the Islands Trust Policy Statement, and that

    3. Failure to provide evidence of the proposed bylaws evaluation variance with the Official Community Plan and Policy Statement is contrary to legislation, policies and best practices.

CARRIED

EC-2024-014
It was MOVED and SECONDED

2. THAT the Islands Trust Executive Committee provide the following direction to the Gambier Island Local Trust Committee:

    a) Provide an evidence based assessment, whether Gambier Island Local Trust Committee Bylaw No. 158, cited as Keats Island Land Use Bylaw, 2002, Amendment No. 1, 2023 is contrary to or at variance with Keats Island Official Community Plan Bylaw No. 77, and

    b) Provide an evidence based assessment, by way of submitting an evaluated and completed Policy Statement Checklist, whether Gambier Island Local Trust Committee Bylaw No. 158, cited as Keats Island Land Use Bylaw, 2002, Amendment No. 1, 2023 is contrary to or at variance with the Policy Statement.

CARRIED

The Gambier Island LTC passed the following resolution at their January 29, 2024 regular business meeting:

GM-2024-010
It was MOVED and SECONDED
that the Gambier Island Local Trust Committee request staff to:

a. Provide an evidence-based assessment to the Local Trust Committee, to determine whether Bylaw No. 158, cited as Keats Island Land Use Bylaw, 2002, Amendment No. 1, 2023 is contrary to or at variance with Keats Island Official Community Plan Bylaw No. 77,

b. Provide an evidence-based assessment to the Local Trust Committee, by way of submitting an evaluated and completed Policy Statement Checklist, whether Gambier Island Local Trust

Committee Bylaw No. 158, cited as Keats Island Land Use Bylaw, 2002, Amendment No. 1, 2023 is contrary to or at variance with the Policy Statement, and

c. A Special Meeting or RWM be convened, by no later than the end of February 2024, for the LTC to review the staff assessments referenced above.

CARRIED

Relevant background materials can be found here: https://islandstrust.bc.ca/island-planning/gambier/projects/

ANALYSIS

Policy/Regulatory

The policies and regulations that pertain to this bylaw amendment are summarized below.

Islands Trust Policy Statement:

The Islands Trust Policy Statement (ITPS) provides the guiding policy framework for the development of LTC OCPs and Land Use Bylaws (LUBs). *Staff have completed the ITPS Directive Policies Checklist and determined the draft Bylaw No. 158 is not contrary to or at variance with the ITPS* (see Attachment 1).

Official Community Plan:

The proposal to amend the Marine General (MG) zone in the Keats Island LUB appears to be consistent with the Keats Island OCP, so an OCP amendment is not required. There are no policies in direct conflict with the proposed bylaw amendment.

The Keats Island OCP contemplated land based public utility uses in the Rural Comprehensive land use designation. The OCP does not have specific criteria when considering public utility uses, or underground cables. However, there are some OCP policies that can be viewed as general support for utility use in the marine area.

1. **Coastal and Marine Ecosystems**

   OCP Policy 3.20 *In order to protect the island's foreshore and beaches from pollution, environmental degradation, and inappropriate development or use, zoning regulations for coastal areas should be designed to ensure protection of natural coastal processes and features.*

The proposed changed is specific to telecommunication utility uses in the coastal marine waters which will have minimal impact due to the restricted nature of utility uses and the fact it must be underwater.

2. **Coastal Areas and Marine Shorelands**

   OCP Policy 4.21 *The location of new buildings and structures should be regulated so as to protect public access to, from and along the marine shoreline and to minimize negative impacts on sensitive coastal environments.*

Public access to the foreshore is existing, and there is no change proposed or anticipated reduction by this proposed amendment.

OCP Policy 4.22 *Foreshore and adjacent coastal water area land use regulations should place emphasis on retaining natural characteristics.*

Natural characteristics will be retained as the proposed change in regulation is very specific to telecommunication utilities, which in a coastal water area, is underwater cables.

3. Utilities

OCP Policy 5.91 *Where telephone and hydro are provided, they should, where feasible, be placed underground.*

The fibre optic cables will be placed underground in the coastal water area.

OCP Policy 5.92 *The use of island parkland for local servicing or utility purposes is discouraged, and should be addressed through land use regulation.*

There will be no use of parkland.

Consultation

As this does not involve an OCP amendment, the LTC was not required by the *Local Government Act* to consider opportunities for consultation with persons, organizations and authorities it considers will be affected. However, the LTC requested that proposed Bylaw No. 158 be forwarded to agencies and First Nations. On January 9, 2024, proposed Bylaw No. 158 was forwarded to the following for comment:

- Sunshine Coast Regional District
- Ministry of Forests
- Ministry of Transportation and Infrastructure
- Fisheries and Oceans Canada
- Squamish Nation
- Snuneymuxw First Nation
- Lyackson First Nation
- Cowichan Tribes
- Penelakut Tribe
- Lake Cowichan First Nation
- Stz'uminus First Nation
- Halalt First Nation
- Tsleil-Waututh Nation
- Musqueam Nation

At the time of writing this memorandum, there have been two responses from First Nations. Squamish Nation responded with no comment and Cowichan Tribes responded that they will defer to communities closer to the referral area.

Staff have received two responses from agencies. Fisheries and Oceans Canada responded with no detailed comments. However, emphasized the importance of conservation and protection of Canada's marine and freshwater resources. Sunshine Coast Regional District (SCRD) responded with no concerns.

Statutory Requirements

No consultation is required beyond statutory Public Notice as required by the *Local Government Act*. Notice has been posted in the Coast Reporter (December 29, 2023 and January 5, 2024 editions), on the Islands Trust website and physically at the Northern Office from December 15, 2023 to January 8, 2024 in accordance with *Local Government* Act requirements in order for the community to have the opportunity to comment before consideration of First Reading by the LTC.

No formal correspondence has been received at the time of preparing this memorandum. All correspondence received before final adoption will form part of the public record and will be considered by the LTC. Correspondence may be sent to northinfo@islandstrust.bc.ca

NEXT STEPS

As requested, staff will forward the information contained in this memorandum along with the ITPS checklist to the Executive Committee for approval.

Submitted By:	Marlis McCargar, Island Planner	February 16, 2024
Concurrence:	Renée Jamurat, RPP MCIP, Regional Planning Manager	February 20, 2024

ATTACHMENT

1. Islands Trust Policy Statement Directive Policies

ISLANDS TRUST POLICY STATEMENT
DIRECTIVES ONLY CHECKLIST

File No.: 6500-20 (Keats Island Marine General Zone Amendment
File Name: Proposed Bylaw No. 158 (LUB)

PURPOSE

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

POLICY STATEMENT

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

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

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

DIRECTIVES ONLY CHECKLIST

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

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

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

PART III: POLICIES FOR ECOSYSTEM PRESERVATION AND PROTECTION

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

PART IV: POLICIES FOR THE STEWARDSHIP OF RESOURCES

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

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

PART V: POLICIES FOR SUSTAINABLE COMMUNITIES

CONSISTENT	NO.	DIRECTIVE POLICY
	5.1	**Aesthetic Qualities**
n/a	**5.1 3**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the protection of views, scenic areas and distinctive features contributing to the overall visual quality and scenic value of the Trust Area.
	5.2	**Growth and Development**
✓	**5.2.3**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address policies related to the aesthetic, environmental and social impacts of development.
n/a	**5.2.4**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address any potential growth rate and strategies for growth management that ensure that land use is compatible with preservation and protection of the environment, natural amenities, resources and community character.
n/a	**5.2.5**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address means for achieving efficient use of the land base without exceeding any density limits defined in their official community plans.
n/a	**5.2.6**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of areas hazardous to development, including areas subject to flooding, erosion or slope instability, and strategies to direct development away from such hazards.
	5.3	**Transportation and Utilities**
n/a	**5.3.4**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the development of a classification system of rural roadways, including scenic or heritage road designations, in recognition of the object of the Islands Trust.
n/a	**5.3.5**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the impacts of road location, design, construction and systems.
n/a	**5.3.6**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the designation of areas for the landing of emergency helicopters.
n/a	**5.3.7**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the development of land use patterns that encourage establishment of bicycle paths and other local and inter-community transportation systems that reduce dependency on private automobile use.
	5.4	**Disposal of Waste**
n/a	**5.4.4**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of acceptable locations for the disposal of solid waste.
CONSISTENT	NO.	DIRECTIVE POLICY

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

	POLICY STATEMENT COMPLIANCE
✓	***In compliance with Trust Policy***
	Not in compliance with Trust Policy for the following reasons:

REQUEST FOR DECISION

LOCAL TRUST COMMITTEE BYLAW SUBMISSION

File No.: 3900-03: LPS Admin Bylaw (Fees Bylaw)

DATE OF MEETING:	February 28, 2024
TO:	Islands Trust Executive Committee
FROM:	Robert Kojima, Regional Planning Manager
SUBJECT:	North Pender Island Local Trust Committee – Proposed Bylaw No. 226 (Fees Bylaw)

RECOMMENDATION

THAT the Islands Trust Executive Committee approve North Pender Island Local Trust Committee Bylaw No. 226, cited as "North Pender Island Local Trust Committee Fees Bylaw, 2021" in accordance with Section 27 of the *Islands Trust Act*.

DIRECTORS COMMENTS

North Pender Island Local Trust Committee has referred Proposed Bylaw No. 226 to the Executive Committee for approval under Section 27 of the *Islands Trust Act*.

IMPLICATIONS OF RECOMMENDATION

Organizational: Trust Council has recommended that all local trust committees amend their fee bylaws to be in agreement with the model fee bylaw. Most LTC bylaws were adopted prior to the start of the 2022/23 fiscal period. The North Pender Island Local Trust Committee deferred consideration several times; however Bylaw No. 226 would be consistent with the fees for all other LTCs as of April 1, 2024.

Financial: The proposed amendments will increase the revenue derived from development applications submitted to the Local Trust Committee.

Policy: The proposed bylaw amendments are consistent with Islands Trust Policy 5.6.1 Applications Processing Services.

Implementation/Communications: New application fees will be updated on relevant websites and will be communicated to applicants and enquirers.

First Nations: None.

Other: None.

PURPOSE

North Pender Island Local Trust Committee Fees Bylaw No. 226, cited as "North Pender Island Local Trust Committee Fees Bylaw, 2021" is intended to update the Local Trust Committee Fees Bylaw to be concurrent with Islands Trust Policy 5.6.1 Applications Processing Services.

BACKGROUND

At its regular business meeting in June 2021, Trust Council adopted a new Application Processing Services Policy that includes a model Fee Bylaw. At the same meeting, Trust Council requested all local trust committees to adopt the new fees bylaw. The North Pender Island Local Trust Committee received the request at their October 2021 regular business meeting and requested staff to draft a new fees bylaw based on the new model fees bylaw. At several meetings in 2022 the LTC considered the draft bylaw, a community information meeting was held, and ultimately the LTC of the day deferred consideration of the new fee bylaw to the current term. In January 2023 the LTC deferred consideration until November, ultimately the LTC considered the draft bylaw at the January regular business meeting, gave first, second and third readings and forwarded it to the Executive Committee for approval.

Issues Relating To Provincial Interest

None.

Issues Relating To First Nation Interest

None.

Issues Relating To Resources and Enforcement

None.

Public Comments

None.

Staff Comments

Staff recommend that the Executive Committee approve the bylaw as it is consistent with Islands Trust Council Policies and Procedures.

KEY ISSUES/CONCEPTS

At its regular business meeting in June 2021, Trust Council adopted a new Application Processing Services Policy that includes a model Fee Bylaw. At the same meeting, Trust Council requested all local trust committees to adopt the new fees bylaw. The North Pender LTC has given three readings to a new Fee Bylaw based on the model fee bylaw. Bylaw No. 226 is attached.

RELEVANT POLICY

- Section 27 of the *Islands Trust Act*
- Islands Trust Policy 5.6.1 Applications Processing Services

ALTERNATIVE

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

   THAT the Executive Committee request that staff advise North Pender Island Local Trust Committee in writing that the Executive Committee considers that North Pender Island Local Trust Committee Fees Bylaw No. 226, cited as " North Pender Island Local Trust Committee Fees Bylaw, 2021" is contrary to or at variance with the Islands Trust Policy Statement for [INSERT REASONS], and advise the North Pender Island Local Trust Committee on steps needed to address the specified issues.

Submitted By:	Robert Kojima, Regional Planning Manager	February 2, 2024
Concurrence:	Stefan Cermak, Director, Local Planning Services	February 2, 2024

ATTACHMENTS

1. EC Submission Cover
2. EC Policy Checklist
3. Proposed Bylaw No. 226

Local Trust Committee Bylaws
Submission for Executive committee Approval

Local Trust Committee: North Pender Island Local Trust Committee Bylaw No.: NP-226

Bylaw Type: Fees Bylaw

Date of resolution referring bylaw to Executive Committee: 26-Jan-2024

☒ 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 _____

Bylaw: NP-226

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)

Not-Applicable	i	Bylaw is consistent with the object of the Trust
Not-Applicable	ii	Bylaw is not contrary to or at variance to the Islands Trust Policy Statement
Not-Applicable	iii	Bylaw does not expose the Islands Trust to unreasonable expense in the administration or enforcement of the bylaw
Not-Applicable	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: Jas Chonk

Status

Date Resolution Referred to Exective Committee: 26-Jan-2024

Reading: 26-Jan-2024

Third Reading

PROPOSED

NORTH PENDER ISLAND LOCAL TRUST COMMITTEE

BYLAW NO. 226

A bylaw to prescribe fees for amending bylaws, issuing permits, examining applications for subdivision, and examining other referrals and applications.

WHEREAS Section 462 of the *Local Government Act* provides that a local government may, by bylaw, impose fees related to applications and inspections; Section 41 of the *Liquor Control and Licensing Act* and Section 35 of the *Cannabis Control and Licensing Act* provides that a local government may, by bylaw, impose fees for referral of a license under that Act;

NOW THEREFORE the North Pender Island Local Trust Committee, being the Local Trust Committee having jurisdiction in respect of the North Pender Island Local Trust Area in the Province of British Columbia pursuant to the *Islands Trust Act*, enacts as follows:

Citation

1.1 This bylaw may be cited as the "North Pender Island Local Trust Committee Fees Bylaw, 2021".

Interpretation

2.1 In this bylaw:

"Applicant" means:

2.1.1 the person authorized under the North Pender Island Local Trust Committee Development Procedures Bylaw No. 72, 1992 to make an application in respect of a bylaw or permit under the *Islands Trust Act* or Part 14 or Part 15 of the *Local Government Act*;

2.1.2 an applicant for a license under the *Liquor Control and Licensing Act* in respect of which the Local Trust Committee is requested or required to provide comments or recommendations;

2.1.3 an applicant for a license under the *Cannabis Control and Licensing Act* in respect of which the Local Trust Committee is requested or required to provide comments or recommendations;

2.1.4 an applicant for subdivision review under the *Land Title Act* or the *Strata Property Act*;

2.1.5 an applicant for the conversion of a previously occupied building to strata lots under the *Strata Property Act*;

2.1.6 an applicant for a soil deposit permit or soil removal permit issued pursuant to a bylaw enacted under Part 14 of the *Local Government Act*; or

2.1.7 an applicant to a board of variance established under Part 14 of the *Local Government Act*.

"Application Processing Fee" means the initial amount payable to the Islands Trust in respect of any application under this bylaw.

"General Service Cost" includes average hourly cost of each staff position involved in processing the applications multiplied by the average number of hours taken to complete processing of that type of application, and includes administrative overhead costs.

"Estimated Direct Costs" for bylaw amendments listed in Table 1 means the Islands Trust's estimate of its actual average cost of disbursements associated with the processing of an application, including:

1. newspaper advertising for one community meeting,
2. notifications, postal and delivery costs of statutory notifications for one public hearing,
3. rental of premises for one community meeting and/or one public hearing,
4. contract minute-taker costs recording or preparation of minutes of one community meeting and/or one public hearing and,
5. staff travel expenses for one site visit, one community meeting and one public hearing.

"Estimated Direct Costs" for temporary use permits listed in Table 2 means the Islands Trust's estimate of its actual average cost of disbursements associated with the processing of an application, including

1. one newspaper advertisement, notifications, postal and delivery costs of statutory notifications for one community meeting,
2. rental of premises for one community meeting,
3. contract minute-taker costs recording or preparation of minutes of one community meeting, and
4. staff travel expenses for one site visit, one community meeting.

"Islands Trust" means the Director of Local Planning Services or their authorized representative.

Application Fees

3.1 Prior to the processing of an application listed in Column 1 of Table 1, Table 2, Table 3 or Table 4, the applicant must deliver to Islands Trust the corresponding application processing fee in the amount shown in Column 2 subject to section 4. The application fee includes general service costs and estimated direct costs.

TABLE 1 – Bylaw Amendments (OCP and Zoning Bylaw	
Column 1: Type of Application	**Column 2: Fee**
Major (e.g. change to density or OCP)	$8,112
Minor (e.g. regulation change without changing density or OCP amendment)	$4,784

TABLE 2 – Permits		
Column 1: Development Permit in Respect of:		**Column 2: Fee**
1.	Protection of Natural Environment, Ecosystems and Biological Diversity	$1,040
2.	Protection of Development from Hazardous Conditions	$1,040
3.	Protection of Farming	$1,040
4.	Objectives for Form and Character	$1,768
5.	Objectives to Promote Energy Conservation	$1,040
6.	Objectives to Promote Water Conservation	$1,040
7.	Objectives to Promote the Reduction of Greenhouse Gas Emissions	$1,040
8.	Development Permit Amendment	$1,040
Type of Development Variance Permit		
9.	Development variance permit (commercial, industrial or institutional development)	$1,976
10.	Development variance permit (residential development)	$1,976
Type of Temporary Use Permit		
11.	Temporary Use Permit (residential/commercial/industrial)	$2,236
12.	Temporary Use Permit Renewal	$728
Other Permits		
13.	Heritage Alteration Permit	$1,768
Combination Applications		
14.	Development Permit in respect of a protection area or water and energy conservation in combination with a companion application for a Development Variance Permit	$2,600
15.	Development Permit in respect of form and character in combination with a companion application for a Development Variance Permit	$3,120

TABLE 3 – Subdivision Referrals		
Column 1		**Column 2: Fee**
1.	Application for Subdivision Review – base fee	$1,040
2.	Application for Subdivision Review – per additional lot created	$104
3.	Application for Subdivision Review – parcel line adjustments only, creating no additional parcels	$520

TABLE 4 – Other Applications		
Column 1: Type of Application		**Column 2: Fee**
1.	Board of Variance	$2,288
2.	Land Use Contract amendment	$2,080
3.	Liquor & Cannabis Regulation Branch – Retail License Application and Process and referrals requiring local government consultation	$1,560
4.	Liquor & Cannabis Regulation Branch – Temporary License Change	$520
5.	Strata Conversions	$1,560

4. Fee for After-the-Fact Application

4.1 An application for a permit or bylaw amendment to authorize work or an activity already undertaken, or in operation as of the date the application is made, the rate in 3.1 will be subject to a 20% surcharge.

5. Collection and Refund of Application Processing Fee Amounts

5.1 The total application processing fee must be received before the processing of the application can begin.

5.2 An applicant may withdraw their application at any time through written notice to the Planning Team Assistant and/or the Planner responsible for processing the application.

5.3 If an applicant withdraws an application before staff undertakes any planning work on the application, the Islands Trust must refund to the applicant the Application Fee, less $100.

5.4 For an application in Table 1, or a Temporary Use Permit in Table 2, the applicant will be eligible for: 75% refund if the application is withdrawn once the file has been assigned by the regional planning manager to the planner; 50% refund if the first staff report has been submitted to the LTC; 25% refund once public notice of a public hearing or permit has been sent out, no refund will be provided after a Public Hearing or after consideration of the Permit by the local trust committee.

5.5 For applications in Table 2 (except for Temporary use Permit applications), Table 3 and Table 4, the applicant will be eligible for: 75% refund if the application is withdrawn once the file has been assigned to the planner; no refund will be provided if the first staff report has been submitted to the LTC, Board of Variance, or formal referral response submitted to the relevant agency.

6. Extraordinary Service Costs (ESC)

6.1 Extraordinary Services Costs will be paid by the Applicant through a cost recovery agreement, entered into with Islands Trust, in addition to the application processing fee.

6.2 Where legal work is required for the preparation of covenants, registration of covenants at Land Title Offices, registration of notice of a permit or housing agreement at the Land Title Office or for other purposes related to the application, staff will provide the Applicant with an estimate of the costs. The Applicant will pay a deposit of 150% of this estimate.

6.3 Where site visits involving First Nations are required for the processing of an application, staff will provide the Applicant with an estimate of the costs. The Applicant will pay a deposit of 150% of this estimate.

6.4 Where there may be need for additional community information meeting or public hearing not covered by the application processing fee, staff will provide the Applicant with an estimate of costs. The Applicant will pay a deposit of 150% of this estimate.

6.5 Where other additional costs beyond the general service costs and estimated direct costs not specified above are required for processing of an application, staff will provide the Applicant with an estimate of the costs. The Applicant will pay a deposit of 150% of this estimate.

6.6 If the amount paid by Islands Trust in respect of Extraordinary Service Costs is more than the deposit provided to the Islands Trust, the Islands Trust shall provide the Applicant with the amount and the applicant shall pay the amount upon receipt. The local trust committee may withhold the consideration of issuance of any permit or hold the consideration of adoption of any bylaw in abeyance until the amount has been paid.

6.7 Islands Trust must refund the unused portion of any Extraordinary Service Costs deposit to the applicant if it is unused for any reason.

7. Annual Fee Increases

7.1 Fees in section 3.1 increase by 2% on April 1st of each year following the date of adoption of the bylaw.

7.2 The North Pender Island Local Trust Committee will maintain a record of annual 2% increases and make that record available for public inspection.

8. Application Fee Sponsorship

8.1 Pursuant to Islands Trust Policy 4.1.13, Guidelines for Executive Committee Sponsored or Local Trust Committee Initiated Development Applications, an applicant may apply to the Executive Committee of Islands Trust for development application fee sponsorship.

9. Severability

9.1 In the event a portion of this bylaw is set aside by a court of competent jurisdiction, the invalid portion shall be severed and the remainder of the bylaw remains in force and in effect.

10. Repeal

10.1 "North Pender Island Local Trust Committee Fees Bylaw No. 173, 2007" is repealed upon adoption of this bylaw.

10.2 Any application for which a fee has been fully paid at the time this bylaw comes into force shall be processed to completion in accordance with the fee provisions of the repealed bylaw.

READ A FIRST TIME THIS	26TH	DAY OF	JANUARY	, 2024
READ A SECOND TIME THIS	26TH	DAY OF	JANUARY	, 2024
READ A THIRD TIME THIS	26TH	DAY OF	JANUARY	, 2024
APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST THIS	_____	DAY OF	_____	, 202X
ADOPTED THIS	_____	DAY OF	_____	, 202X

_____ _____

CHAIR SECRETARY

REQUEST FOR DECISION

LOCAL TRUST COMMITTEE BYLAW SUBMISSION

File No.: Bylaw No. 234 (NP-RZ-2023.1 - Pender Island Housing Society)

DATE OF MEETING:	February 28, 2024
TO:	Islands Trust Executive Committee
FROM:	Brad Smith, Island Planner
SUBJECT:	North Pender Island Local Trust Committee – Bylaw No. 234

RECOMMENDATION

1. **THAT the Islands Trust Executive Committee approve North Pender Island Local Trust Committee Bylaw No. 234, cited as "North Pender Island Land Use Bylaw No. 224, 2022, Amendment No. 1, 2023" in accordance with Section 27 of the *Islands Trust Act*.**

DIRECTORS COMMENTS

North Pender Island Local Trust Committee has referred Bylaw No. 234 to the Executive Committee for approval under Section 27 of the *Islands Trust Act*. Staff recommends that the Executive Committee approve the bylaw as it is not contrary to or at variance to the Islands Trust Policy Statement.

IMPLICATIONS OF RECOMMENDATION

Organizational

None

Financial

None

Policy

None

Implementation/Communications

Communication to **North Pender Island Local Trust Committee** regarding the Executive Committee decision by **March 1, 2024** .

Other

None

PURPOSE

North Pender Island Local Trust Committee Bylaw No. 234, cited as "North Pender Island Land Use Bylaw No. 224, 2022, Amendment No. 1, 2023" (Attachment 6) is intended to permit multi-family dwellings within the Community Housing 1 (CH1) zone. Currently, the North Pender Island Land Use Bylaw No. 224 (LUB) limits the use to only 'two-family' dwellings.

There is no change in permitted density on the subject property or amendments required to the North Pender Island Official Community Plan No. 171 (OCP).

BACKGROUND

North Pender Island Local Trust Committee Bylaw No. 234

A rezoning application was received in October 2023. The property owner and housing provider, the Pender Islands Housing Society (PIHS), is seeking to rezone the subject parcel to permit multi-family dwellings. Currently, the North Pender Island Land Use Bylaw No. 224 (LUB) limits the use to only two-family dwellings.

At the October 21, 2023 regular meeting, the LTC directed staff to proceed with the application and to draft amending Bylaw No. 234.

In accordance with statutory requirements where an OCP amendment is not necessary, the LTC gave first, second and third reading of draft Bylaw No. 234 at the January 26, 2024 meeting after giving notice of first reading including statutory publication of notice in the January 10 and 17, 2024 editions of the Driftwood.

The LTC considered and determined that proposed Bylaw No. 234 is not contrary to or at variance with the Islands Trust Policy Statement at the January 26, 2024 meeting.

Issues Relating To Provincial Interest

Bylaw No. 234 was referred to the following agencies:

- CRD, Planning and Protective Services, Building Inspection
- CRD, Integrated Water Services (Lyall Harbour – Boot Cove Water System)
- Island Health
- Ministry of Transportation and Infrastructure

Island Health responded in favour of the amendment but did provide a number of comments in respect of future development at the property in consideration of drinking water, sewerage disposal and Island Health's healthy built environment initiative. CRD Integrated Water Services commented that for any additional density, there should be a separate referral, as per any added demand/development, to confirm LHBC CRD water system capacity and requirements.

In this case, there is no change in density only number of units/per building so there is no expected increase in water demand. As such, no specific bylaw amendments or conditions of rezoning were made in response to these agency referrals.

The CRD's Southern Gulf Islands Economic Sustainability Commission recommends approval because flexibility is important in providing housing that is accessible and affordable. Salt Spring Island and Mayne LTCs responded that their interests are unaffected. No other responses were received.

Issues Relating To First Nation Interest

Staff initiated referrals to Cowichan Tribes, Halalt First Nation, Lake Cowichan First Nation, Lyackson First Nation, Malahat First Nation, Pauquachin First Nation, Penelakut Tribe, Semiahmoo First Nation, Snuneymuxw First Nation, Stz'uminus First Nation, Tsartlip First Nation, Tsawout First Nation, Tsawwassen First Nation, Tseycum First Nation and the WSANEC Leadership Council.

The Snuneymuxw First Nation, Malahat First Nation, Tsawwassen First Nation and Ts'uubaa-asatx Nation responded generally with no comment or no objections.

The Lyackson First Nation provided a letter with a number of overarching concerns specifically pertaining to how the Islands Trust is working to meaningfully address housing needs of local Indigenous peoples. In this letter, there is no specific objection to the rezoning proposal or the amendment from two-family to multi-family that would be permitted by approval of Bylaw No. 234.

Staff have responded to this letter clarifying that the referral was initiated by an application process via the property owner who is a non-profit seniors housing provider, and that Islands Trust is reviewing engagement processes with First Nations in cooperation with provincial staff (Attachment 7).

No other responses were received from First Nations.

Issues Relating To Resources and Enforcement

None.

Public Comments

No comments at time writing this report. In general, the community response has been positive to the proposed amendment to permit multi-family units.

Staff Comments

Based on the foregoing, the staff recommendations on page 1 are supported as:

- The proposed bylaw has been determined to be consistent with the ITPS and OCP by the LTC;
- There have been no substantive concerns raised as part of the bylaw referral process specific to the change from two-family to multi-family zoning; and,
- Statutory processes have been completed including statutory notification prior to first reading of the bylaw.

KEY ISSUES/CONCEPTS

- The creation of affordable and accessible housing solutions is a priority of the Islands Trust and the LTC.
- The application is consistent with OCP and ITPS policies as there is no overall increase in density.

- Additional flexibility by permitting multi-family units may allow more cost-effective and feasible options to be realized for the not-for-profit housing provider.

RELEVANT POLICY

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

ALTERNATIVE

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

   THAT the Executive Committee request that staff advise North Pender Island Local Trust Committee in writing that the Executive Committee considers that Bylaw No. 234, cited as "North Pender Island Land Use Bylaw No. 224, 2022, Amendment No. 1, 2023" is contrary to or at variance with the Islands Trust Policy Statement for [INSERT REASONS], and advise the North Pender Island Local Trust Committeeon steps needed to address the specified issues.

Submitted By:	Brad Smith, Island Planner	February 20, 2024
Concurrence:	Stefan Cermak, Director of Planning Services	February 21, 2024

ATTACHMENTS

1. EC Submission Cover
2. Bylaw Submission Checklist
3. Bylaw Referrals Report
4. Islands Trust Policy Statement Directives Only Checklist
5. EC Policy Checklist
6. Bylaw No. 234
7. First Nations follow-up Tracking

Local Trust Committee Bylaws
Submission for Executive committee Approval

Local Trust Committee: North Pender Island Local Trust Committee Bylaw No.: NP-234

Bylaw Type: Land Use Bylaw

Date of resolution referring bylaw to Executive Committee: 26-Jan-2024

☒ 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 _____

Print Date: January 30, 2024

Bylaw: NP-234

Trust Area: North Pender Island Local Trust Committee
Type: Land Use Bylaw
Bylaw No.: NP-234
Application No.: NP-RZ-2023.1
Trust Initiated: No

Proofread By:

Clerk: No
Technical Staff: No
Planner: No

First Reading Date: 26-Jan-2024
Bylaw Sent to Referrals: Yes
Date Proposed Bylaw to Web: 10-Nov-2023

Resolutions:

Resolution Waiving Public Hearing: No
Resolution Authorizing Public Hearing: No
Resolution to Proceed no Further Date:

Secretary Signature Block:

Secretary's Signature: ,
Date:
File complete and ready for Public review: No

Public Hearings:

Location:
Proofread By: ,

Legal Paper: Gulf Island Driftwood
First Publish Date: 10-Jan-2024
Second Publish Date: 17-Jan-2024

Alternate Paper:
First Publish Date:
Second Publish Date:

Mailout Date: 03-Jan-2024
Delivery Notices: 03-Jan-2024
Date Public Hearing Held:
Second Reading Date: 26-Jan-2024
Third Reading Date: 26-Jan-2024

Print Date: January 30, 2024

Referrals: Bylaw NP-234

Agency	Sent	Received
Capital Regional District - All Referrals Aggie Chan and Jessica Arnet *625 Fisgard Street:* Aggie Chan *Comment:* Please note CRD's comments on the above-mentioned referral: Integrated Water Services - Outside CRD's water and sewer service area. No comment. Southern Gulf Islands Economic Sustainability Commission - The Southern Gulf Islands Economic Sustainability Commission recommends approval because flexibility is important in providing housing that is accessible and affordable. Regional & Strategic Planning - No comments Environmental Services - No comments	10-Nov-2023	11-Dec-2023
Cowichan Tribes *5760 Allenby Rd:* Tracey Flemming *Comment:* No Comment Received	10-Nov-2023	
Halalt First Nation *7973 Chemainus Rd:* Raven August *Comment:* No Comment Received	10-Nov-2023	
Island Health *3rd Floor, 6475 Metral Drive:* Referrals Referrals *Comment:* See EDM folder for response.	17-Nov-2023	18-Dec-2023
Lake Cowichan First Nation *313B Deer Road:* Carole Livingstone *Comment:* This referral is located within the Ts'uubaa-asatx Nation statement of intent area; it is the interest of the Ts'uubaa-asatx Nation to respectfully maintain our rights and access to the lands and resources throughout our territory. Ts'uubaa-asatx Nation does not have any comments to provide at this time regarding this amendment proceeding. Please note that this "no comment" response is specifically intended for this amendment and is without prejudice to all future consultation with our Nation regarding not only the renewal of this application but any other application or decision within the Ts'uubaa-asatx Nation traditional territory. Furthermore, we may choose in the future to address the issues of Aboriginal rights and/or title infringement and compensation through the treaty process, the courts or other dispute resolution processes. We also reserve the right to raise objections if any cultural use, archaeological sites or environmental impacts are identified when the above development is being carried out or if we discover impacts on our rights or interest that we had not foreseen.	10-Nov-2023	10-Nov-2023
Lyackson First Nation *8017 Chemainus Road:* Linda Aidnell *Comment:* See EDM folder for comment.	10-Nov-2023	17-Jan-2024
Malahat First Nation *110 Thunder Road, RR4:* Heather Adams	10-Nov-2023	08-Jan-2024

Referrals: Bylaw NP-234

Agency	Sent	Received
Comment: Malahat Nation notes that the proposed activity falls on the edge of core Malahat traditional territory, and as such we acknowledge and respect the local First Nation(s)' opportunity to act as primary correspondents in this case. However, in the event they do not, or are unable to respond we reserve our right to consultation and engagement, and continue to require disclosure on an ongoing basis regarding this bylaw.		
Mayne Island Local Trust Committee *Islands Trust:* Jas Chonk *Comment:* Interests unaffected by bylaw.	10-Nov-2023	27-Nov-2023
Ministry of Forests, Lands and Natural Resource Operations - Water Protection *# 142 - 2080A Labieux Road:* Pat Lapcevic *Comment:* The change in the by-law from permitting two-family dwellings within the Community Housing 1 zone to multi-family dwellings will result in the requirement for more water. The following information is provided irrespective of the by-law change. As this area does not appear to have a local water service provider, the applicants should be advised that a water licence for surface water or for non-domestic groundwater use is required under the Water Sustainability Act (https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/14015). Information about water application requirements and process can be found here: https://portal.nrs.gov.bc.ca/web/client/-/water-licence-application. Increased development in the area and low aquifer yield may result in groundwater availability issues and impacts to other water supply wells in the area. If a water service is planned a licence for diversion of groundwater is required which also requires approval from Vancouver Island Health Authority under the Drinking Water Protection Act and the Drinking Water Protection Regulation which regulate protection of drinking water. Bedrock aquifer 720 is classified as having an overall moderate vulnerability to contaminants introduced at the land surface because of the thin layer of unconsolidated material overlying the aquifer. Intrinsic vulnerability mapping (https://catalogue.data.gov.bc.ca/dataset/drastic-aquiferintrinsic-vulnerability) indicates that aquifer vulnerability to contamination in the area of the subject parcel may be moderate. The Groundwater Wells database (GWELLS) shows one well record, WTN 114702, on the subject property (LOT 1, SECTION 11, PENDER ISLAND, COWICHAN DISTRICT, PLAN 45713) may need to be licensed; it is currently unlicensed. It has a completion depth of approximately 116 m; no lithological details were available but it is assumed to be in the bedrock aquifer 720. Ground elevation is approximately 35 m which puts the bottom of the well below sea level. There may be a potential for sea water intrusion (sea_water_intrusion_advisory__s_gulf_islands_final.pdf (gov.bc.ca)). No additional concerns are noted with respect to the proposed bylaw.	10-Nov-2023	07-Dec-2023
Ministry of Municipal Affairs and Housing *Planning and Land Use Management:* Kris Nichols *Comment:*	10-Nov-2023	
Ministry of Transportation and Infrastructure *Ministry of Transportation and Infrastructure:* Owen Page *Comment:*	17-Nov-2023	
Pauquachin First Nation	10-Nov-2023	

Referrals: Bylaw NP-234

Agency	Sent	Received
9010 West Saanich Road: Darlene Henry *Comment:* No Comment Received		
Penelakut Tribe *Box 360:* Denise James *Comment:* No Comment Received	10-Nov-2023	
Salt Spring Island Local Trust Committee *1 - 500 Lower Ganges Road:* Peter Luckham *Comment:* Interests unaffected by bylaw.	10-Nov-2023	14-Dec-2023
Saturna Island Local Trust Committee *200 - 1627 Fort Street:* Jas Chonk *Comment:*	10-Nov-2023	
Semiahmoo First Nation *16049 Beach Rd:* Chief & Council *Comment:* No Comment Received	10-Nov-2023	
Snuneymuxw First Nation *668 Centre Street:* Desiree Thomas *Comment:* Thank you for the referral details and application information. Snuneymuxw First Nation defers comment on the above mentioned referral. Snuneymuxw's deferral is only applicable to initial notification and is non-transferrable. Snuneymuxw's deferral does not mean that there are no potential impacts to Snuneymuxw's Aboriginal and Treaty rights and title, or contributions to cumulative effects from this referral. Nor does Snuneymuxw's deferral define or derogate from Snuneymuxw's Aboriginal and Treaty rights and title. Snuneymuxw reserves the right to review this deferral if new information arises.	10-Nov-2023	10-Nov-2023
South Pender Island Local Trust Committee *200 - 1627 Fort Street:* Jas Chonk *Comment:*	10-Nov-2023	
Stz'uminus First Nation *12611A Trans Canada Hwy:* Chenoa Akey *Comment:*	10-Nov-2023	
Tsartlip First Nation *PO Box 70:* Karen Harry *Comment:* No Comment Received	10-Nov-2023	
Tsawout First Nation *Box 121:* Cathy Webster *Comment:* No Comment Received	10-Nov-2023	
Tsawwassen First Nation *1926 Tsawwassen Drive:* Victoria Williams	10-Nov-2023	23-Nov-2023

Referrals: Bylaw NP-234

Agency	Sent	Received
Comment: Tsawwassen First Nation (TFN) has no concerns regarding this file, at this time. However, TFN requests all copies of interim and final environmental and archaeological reports produced for this project.		
Tseycum First Nation *1210 Totem Lane:* Chief Tanya Jimmy *Comment:* No Comment Received	10-Nov-2023	
WSANEC *WSANEC Leadership Council Society:* Joni Olsen	10-Nov-2023	

POLICY STATEMENT DIRECTIVES ONLY CHECK LIST

Bylaw and File No: 234
NP-RZ-2023.1 (PIHS)
LTC Endorsement:

PURPOSE

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

POLICY STATEMENT

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

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

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

DIRECTIVES ONLY CHECK LIST

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

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

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

Part III Policies for Ecosystem Preservation and Protection

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

PART IV: Policies for the Stewardship of Resources

CONSISTENT	NO.	DIRECTIVE POLICY
	4.1	**Agricultural Land**
N/A	4.1.4	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification and preservation of agricultural land for current and future use.
N/A	4.1.5	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the preservation, protection, and encouragement of farming, the sustainability of farming, and the relationship of farming to other land uses.
N/A	4.1.6	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the use of adjacent properties to minimize any adverse affects on agricultural land.

CONSISTENT	NO.	DIRECTIVE POLICY
N/A	4.1.7	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the design of road systems and servicing corridors to avoid agricultural lands unless the need for roads outweighs agricultural considerations, in which case appropriate mitigation measures shall be required to derive a net benefit to agriculture
N/A	4.1.8	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address land uses and activities that support the economic viability of farms without compromising the agriculture capability of agricultural land.
N/A	4.1.9	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the use of Crown lands for agricultural leases.
	4.2	**Forests**
N/A	4.2.6	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the need to protect the ecological integrity on a scale of forest stands and landscapes.
N/A	4.2.7	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the retention of large land holdings and parcel sizes for sustainable forestry use, and the location and construction of roads, and utility and communication corridors to minimize the fragmentation of forests.
N/A	4.2.8	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the designation of forest ecosystem reserves where no extraction will take place to ensure the preservation of native biological diversity.
	4.3	**Wildlife and Vegetation**
	4.4	**Freshwater Resources**
✓	4.4.2	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address measures that ensure neither the density nor intensity of land use is increased in areas which are known to have a problem with the quality or quantity of the supply of freshwater, water quality is maintained, and existing, anticipated and seasonal demands for water are considered and allowed for.
N/A	4.4.3	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address measures that ensure water use is not to the detriment of in-stream uses
	4.5	**Coastal Areas and Marine Shorelands**
N/A	4.5.8	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the needs and locations for marine dependent land uses.
N/A	4.5.9	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the compatibility of the location, size and nature of marinas with the ecosystems and character of their local planning areas.
N/A	4.5.10	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the location of buildings and structures so as to protect public access to, from and along the marine shoreline and minimize impacts on sensitive coastal environments.
N/A	4.5.11	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address opportunities for the sharing of facilities such as docks, wharves, floats, jetties, boat houses, board walks and causeways.
	4.6	**Soils and Other Resources**
N/A	4.6.3	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the protection of productive soils.

PART V: Policies for Sustainable Communities

CONSISTENT	NO.	DIRECTIVE POLICY
	5.1	**Aesthetic Qualities**
N/A	**5.1 3**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the protection of views, scenic areas and distinctive features contributing to the overall visual quality and scenic value of the Trust Area.
	5.2	**Growth and Development**
✓	**5.2.3**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address policies related to the aesthetic, environmental and social impacts of development.
✓	**5.2.4**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address any potential growth rate and strategies for growth management that ensure that land use is compatible with preservation and protection of the environment, natural amenities, resources and community character.
✓	**5.2.5**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address means for achieving efficient use of the land base without exceeding any density limits defined in their official community plans.
N/A	**5.2.6**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of areas hazardous to development, including areas subject to flooding, erosion or slope instability, and strategies to direct development away from such hazards.
	5.3	**Transportation and Utilities**
N/A	**5.3.4**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the development of a classification system of rural roadways, including scenic or heritage road designations, in recognition of the object of the Islands Trust.
	5.3.5	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the impacts of road location, design, construction and systems.
N/A	**5.3.6**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the designation of areas for the landing of emergency helicopters.
N/A	**5.3.7**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the development of land use patterns that encourage establishment of bicycle paths and other local and inter-community transportation systems that reduce dependency on private automobile use.
	5.4	**Disposal of Waste**
N/A	**5.4.4**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of acceptable locations for the disposal of solid waste.

CONSISTENT	NO.	DIRECTIVE POLICY
	5.5	**Recreation**
N/A	**5.5.3**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the prohibition of destination gaming facilities such as casinos and commercial bingo halls.

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

POLICY STATEMENT COMPLIANCE	
✓	**COMPLIANCE WITH TRUST POLICY**
	NOT IN COMPLIANCE WITH TRUST POLICY for the following reasons:

Bylaw: NP-234

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: Jas Chonk

Status

Date Resolution Referred to Exective Committee: 26-Jan-2024

Reading:

PROPOSED

NORTH PENDER ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 234

A BYLAW TO AMEND NORTH PENDER ISLAND LAND USE BYLAW NO. 224, 2022

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

1. Citation

   This bylaw may be cited for all purposes as "North Pender Island Land Use Bylaw No. 224, 2022, Amendment No. 1, 2023".

2. North Pender Island Local Trust Committee Bylaw No. 224, cited as "North Pender Island Land Use Bylaw No. 224, 2022," is amended as follows:

   Section 5.12 – Community Housing Zone, Article 5.12(1)(a) is amended by adding the words "and multiple-family" such that it reads "Two-family and multi-family dwellings managed by a non-profit society; and,"

3. SEVERABILITY

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

READ A FIRST TIME THIS	26TH	DAY OF	JANUARY	2024.
READ A SECOND TIME THIS	26TH	DAY OF	JANUARY	2024.
READ A THIRD TIME THIS	26TH	DAY OF	JANUARY	2024.

APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST THIS

_____ DAY OF _____ 20____

ADOPTED THIS _____ DAY OF _____ 20____

_____ _____

CHAIR SECRETARY

First Nation Engagement

Referral of: North Pender Island Bylaw 234

First Nation: Cowichan Tribes

Date	Comment/Action	Initial
November 10, 2023	Sent Referral	JC

First Nation: Halalt

Date	Comment/Action	Initial
November 10, 2023	Sent Referral	JC

First Nation: Ts'uubaa-asatx Nation (Lake Cowichan)

Date	Comment/Action	Initial
November 10, 2023	Sent Referral	JC
November 10, 2023	This referral is located within the Ts'uubaa-asatx Nation statement of intent area; it is the interest of the Ts'uubaa-asatx Nation to respectfully maintain our rights and access to the lands and resources throughout our territory. Ts'uubaa-asatx Nation does not have any comments to provide at this time regarding this amendment proceeding. Please note that this "no comment" response is specifically intended for this amendment and is without prejudice to all future consultation with our Nation regarding not only the renewal of this application but any other application or decision within the Ts'uubaa-asatx Nation traditional territory. Furthermore, we may choose in the future to address the issues of Aboriginal rights and/or title infringement and compensation through the treaty process, the courts or other dispute resolution processes. We also reserve the right to raise objections if any cultural use, archaeological sites or environmental impacts are identified when the above development is being carried out or if we discover impacts on our rights or interest that we had not foreseen.	JC

First Nation: Lyackson

Date	Comment/Action	Initial
November 10, 2023	Sent Referral	JC
November 17, 2023	Lyackson First Nation recognizes this referral as being in the Hul'qumi'num Treaty Group's Marine Statement of Intent area. As one of the five constituent members of the Quw'utsun Nation, Lyackson First Nation has had harvesting, hunting and culturally significant sites, trade, Nation to Nation relations and governance authority within this area since time immemorial. As you may be aware, we have never ceded title to the lands and waters of our territory.	JC

	In August of 2022, we expressed a number of concerns with proposed bylaw NP-BL-223, specifically pertaining to *how* it would meaningfully address housing needs of local Indigenous peoples. In September 2022, we received a response from Clare Frater that broad stroke covered a number of bylaws that Lyackson had brought forward as problematic, and stated "At the moment, we are caught in transition as we work toward understanding what we need to do to foster more meaningful engagement with First Nations when considering, designing and implementing new projects." To date, we have received no updates or additional information as to how Islands Trust will be incorporating our feedback into its processes, nor have our concerns regarding housing needs for local Indigenous peoples been meaningfully addressed. We would like to understand how NP-BL-234 is aligned with Islands Trust Reconciliation Declaration, specifically Articles 29 and 32 of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), as embedded in your Reconciliation Action Plan. Since we last wrote, as I am sure you are well aware, the housing situation has become even more dire, with disproportionate impacts to Indigenous peoples. Once again, we ask how this bylaw takes into consideration Lyackson First Nation's previous feedback on similar referrals? Lastly, we must remind you that we are regularly inundated with requests from Islands Trust. Simply embedding a link for additional information means that we have to sift through dozens of documents which is not only administratively cumbersome, but puts the onus onto our already over-subscribed staff to try to ensure we have all the pertinent documents. We look forward to hearing your response to our concerns.	
January 17, 2024	Thank you for your attached letter in response to referral file NP-BL-234. The bylaw referral was initiated by a rezoning application process via the property owner who is a non-profit seniors housing provider. The proposed bylaw change is a minor amendment that only considers a change in permitted numbers of units/per building with no impact on overall density or use. Staff are aware of your concerns with respect to our bylaw referral process and the Islands Trust Council is prioritizing a review of engagement processes with First Nations in cooperation with provincial staff. Trust Council is also prioritizing the development of affordable and safe housing options for within the Trust in coordination with other agencies. I have forwarded your comments to regional planning staff that are working on those Trust–wide housing initiatives.	JC

First Nation: Malahat

Date	Comment/Action	Initial
November 10, 2023	Sent Referral	JC
January 8, 2024	Malahat Nation notes that the proposed activity falls on the edge of core Malahat traditional territory, and as such we acknowledge and respect the local First Nation(s)' opportunity to act as primary correspondents in this case. However, in the event they do not, or are unable to respond we reserve our right to consultation and	JC

	engagement, and continue to require disclosure on an ongoing basis regarding this bylaw.	

First Nation: Pauquachin

Date	Comment/Action	Initial
November 10, 2023	Sent Referral	JC

First Nation: Penelakut Tribe

Date	Comment/Action	Initial
November 10, 2023	Sent Referral	JC

First Nation: Semiahmoo

Date	Comment/Action	Initial
November 10, 2023	Sent Referral	JC

First Nation: Snuneymuxw

Date	Comment/Action	Initial
November 10, 2023	Sent Referral	JC
November 10, 2023	Thank you for the referral details and application information. Snuneymuxw First Nation defers comment on the above mentioned referral. Snuneymuxw's deferral is only applicable to initial notification and is non-transferrable. Snuneymuxw's deferral does not mean that there are no potential impacts to Snuneymuxw's Aboriginal and Treaty rights and title, or contributions to cumulative effects from this referral. Nor does Snuneymuxw's deferral define or derogate from Snuneymuxw's Aboriginal and Treaty rights and title. Snuneymuxw reserves the right to review this deferral if new information arises.	JC

First Nation: Stzuminus

Date	Comment/Action	Initial
November 10, 2023	Sent Referral	JC
		JC

First Nation: Tsartlip

Date	Comment/Action	Initial
November 10, 2023	Sent Referral	JC

First Nation: Tsawout

Date	Comment/Action	Initial
November 10, 2023	Sent Referral	JC

		JC

First Nation: Tsawwassen

Date	Comment/Action	Initial
November 10, 2023	Sent Referral	JC
November 23, 2023	Tsawwassen First Nation (TFN) has no concerns regarding this file, at this time. However, TFN requests all copies of interim and final environmental and archaeological reports produced for this project.	JC

First Nation: Tseycum

Date	Comment/Action	Initial
November 10, 2023	Sent Referral	JC

First Nation: WSANEC

Date	Comment/Action	Initial
November 10, 2023	Sent Referral	JC

REQUEST FOR DECISION

LOCAL TRUST COMMITTEE BYLAW SUBMISSION

File No.: 6500-20 Housing Action Program (Accessory Dwelling Units)

DATE OF MEETING:	February 28, 2024
TO:	Salt Spring Island Local Trust Committee
FROM:	Chris Hutton, Regional Planning Manager Salt Spring Island Team
SUBJECT:	Proposed Land Use Amendment Bylaw to allow Accessory Dwelling Units

RECOMMENDATION

1. **THAT the Islands Trust Executive Committee approve Salt Spring Island Local Trust Committee Bylaw No. 537, cited as "Salt Spring Island Local Trust Committee Land Use Bylaw No. 355, 1999, Amendment Bylaw No. 2, 2023" in accordance with Section 27 of the *Islands Trust Act*.**

DIRECTORS COMMENTS

Salt Spring Island Local Trust Committee has referred Bylaw No. 537, cited as "Salt Spring Island Local Trust Committee Land Use Bylaw No. 355, 1999, Amendment Bylaw No. 2, 2023" to the Executive Committee for approval under Section 27 of the *Islands Trust Act*. The bylaw is not contrary to or at variance to the Islands Trust Policy Statement, as confirmed by SS LTC Resolution No. 2024-08.

Tsawout First Nation has expressed objection to the proposed bylaw (correspondence dated February 2, 2024). Tsawout First Nation raises numerous issues which the Executive Committee will have limited time to consider. The Executive Committee may return the proposed bylaw with reasons for the return and directions to change the bylaw that would be required for approval.

IMPLICATIONS OF RECOMMENDATION

Organizational –

- Communicating impacts of legislative changes. Proposed Bylaw 537 has been permitted to be expedited by the Salt Spring Island Local Trust Committee in the context of legislative changes designed to speed up residential developments in order to address the provincial, and local, housing crisis. This legislative change was poorly communicated to the public as can be seen by various correspondence submitted to the Executive Committee in relation to the proposed bylaw. Communications regarding the effect of legislation on the bylaw approval process are planned but not yet scheduled.
- First Nations Relations. At least 13 First Nations have territorial claims within the Salt Spring Island Local Trust Area. Tsawout First Nation has the only reserve on Salt Spring Island and has an existing treaty which ensures rights beyond the reserve although the interpretation of the treaty is beyond the authority of the Islands Trust. At minimum it is clear that Bylaw 537 impacts the Tsawout First Nations interests and the nation objects to the proposed bylaw. While SSLTC may legally proceed, it may further jeopardize the slow process of relationship building with the Tsawout First Nation.

Financial – None.

Policy – None.

Implementation/Communications
Staff will advise the Salt Spring Island Local Trust Committee of the decision of the Executive Committee.

Other – None.

PURPOSE

Salt Spring Island Local Trust Committee Bylaw No. 537, cited as "Salt Spring Island Local Trust Committee Land Use Bylaw No. 355, 1999, Amendment Bylaw No. 2, 2023" (Attachment 3) (the proposed bylaw) would allow accessory dwelling units (ADUs) and accompanying siting regulations and use conditions. The proposed bylaw appends a new map indicating where ADUs are permitted, similar to the current map-based approach to secondary suite permission.

Proposed Salt Spring Island Local Trust Committee Bylaw No. 530, cited as "Salt Spring Island Local Trust Committee Land Use Bylaw No. 355, 1999, Amendment Bylaw No. 1, 2022" would have added the ADU use in a number of zones, affecting a large number of properties on Salt Spring Island. This bylaw was the subject of formal referrals and extensive engagement with territorial First Nations, partner agencies, and the public. Referral responses and engagement results did not support the scope of the changes and a new direction was sought to restrain the permission of ADUs to areas where:

1. secondary suites are already permitted, minus lands that are subject to excessive salt water intrusion, as well as
2. where an existing moratorium on new connections to an existing community water system is in place (North Salt Spring Waterworks District service area)

The proposed bylaw was drafted to meet this intention and proceed to adopt regulations along an accelerated path. Acknowledging that the subject of the proposed bylaw had received considerable discussion in the community and with governance partners, SS LTC resolved to neither refer the proposed bylaw nor hold a public hearing in accordance with s. 464(2) of the *Local Government Act* (LGA).

BACKGROUND

Salt Spring Island Local Trust Committee Bylaw No. 530

- April 19, 2022: First Reading
- July 12, 2022: Second Reading
- July 21, 2022: Open House
- August 18, 2022: Public Hearing
- April 13, 2023: Second Reading rescinded, amendment, re-read
- October 12, 2023: Second Reading rescinded
- December 14, 2023: Resolution to Proceed No Further

Salt Spring Island Local Trust Committee Bylaw No. 537

- December 14, 2023: LTC resolution to not hold a public hearing and proceed with notification
- January 22, 2024: First, Second and Third Reading; Policy Statement Directive Checklist reviewed (SS LTC Resolution No. SS-2024-008)

The Salt Spring Island Local Trust Committee has reviewed the Islands Trust Policy Statement and are satisfied that relevant policies have been sufficiently addressed and that the proposed bylaw is not contrary to or at variance with the Islands Trust Policy Statement. (Attachment 4).

Issues Relating To Provincial Interest - None

Issues Relating To First Nation Interest

Islands Trust Policy 5.9.1 (Best Management Practices for Delivery of Planning Services) provides policies for First Nations Engagement and Reconciliation. Policy 5.9.1 states that:

- First Nations with treaty and territorial areas, rights and title within the Local Trust Area should be identified. LTCs should be mindful that engagement may need to be inclusive of Indigenous and Métis people living on the island.
- Early and meaningful engagement in the process is encouraged to allow for collaborative review and recommendations to the local trust committee.
- Engagement and consultation processes will attempt to be flexible to meet the needs of the unique First Nation concerns and capacity.
- Planning Services staff will seek guidance and advice to ensure that wherever possible content aligns with the Truth and Reconciliation Commission Calls to Action, and the Declaration on the Rights of Indigenous Peoples Act and upholds the Islands Trust Declaration on Reconciliation.

The Executive Committee may return or refuse a bylaw based on not meeting Islands Trust Policy 5.9.1 or the Declaration of Reconciliation.

Referrals were sent to all 13 territorial First Nations during consideration of proposed Bylaw 530 following first reading in May 2022 and following second reading in May 2023. The proposed bylaws referred were still zone-based and allowed ADU uses by right in wide areas of Salt Spring Island. Of the six nations that responded, one did not object, one did not comment, two refrained from comment but reserved the right to do so and expressly reserved the right to further future action, one expressed preference for greater requirements for housing agreements, and one was opposed.

Bylaw 537 was not referred to First Nations.

Issues Relating To Resources and Enforcement – None.

Public Comments

Following statutory notification of intention to consider first reading of Propose Bylaw No. 537, a body of correspondence was received, which mostly spoke to concerns about the choice to not hold a public hearing. The Executive Committee has received further communications which are included in its agenda package.

Staff Comments

Proposed Bylaw No. 537 will provide expanded regulation for secondary suites and provide clear, consistent regulations for the construction of ADUs. The allowance of ADUs is restricted to areas where secondary suites are presently permitted, and further refines this permission to areas where ADUs are most likely to be serviceable with freshwater. While previous iterations represented an expansion of use and density, proposed Bylaw No. 537 only diversifies the form of already available density. The proposed Land Use Bylaw amendment is generally consistent with relevant Salt Spring Island Official Community Plan No. 434 policies and objectives and the Islands Trust Policy Statement and as such, can be advanced.

RELEVANT POLICY

- Section 27 of the *Islands Trust Act*
- Islands Trust Policy 1.3.1: Policy Statement Implementation
- Islands Trust Policy 2.4.4: Islands Trust Policy Statement Directive Policies
- Islands Trust Policy 5.9.1: Best Management Practices for Delivery of Planning Services

ALTERNATIVES

Islands Trust Policy 2.4.4 (Executive Committee Legislative Role) states that if a bylaw is submitted under Islands Trust Act section 27(1), the Executive Committee must consider the bylaw and either:

- approve the bylaw,
- return the bylaw with reasons for the return and directions to change the bylaw that would be required for approval, or
- refuse the bylaw, giving reasons for the refusal.

Example alternative motions include:

Return the bylaw:

1. THAT the Executive Committee return Salt Spring Island Local Trust Committee Bylaw No. 537, cited as "Salt Spring Island Local Trust Committee Land Use Bylaw No. 355, 1999, Amendment Bylaw No. 2, 2023", to the Salt Spring Island Local Trust Committee for the following reasons [example]:

    a. Salt Spring LTC has not adequately addressed Tsawout First Nation concerns.

2. THAT the Islands Trust Executive Committee provide the following direction to the Salt Spring Island Local Trust Committee [example]:

    a. Provide evidence of discussing concerns and building a more respectful relationship with Tsawout First Nation.

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

THAT the Executive Committee advise Salt Spring Island Local Trust Committee in writing that the Executive Committee considers that Salt Spring Island Local Trust Committee Bylaw No. 537, cited as "Salt Spring Island Local Trust Committee Land Use Bylaw No. 355, 1999, Amendment Bylaw No. 2, 2023" is contrary to or at variance with the Islands Trust Policy Statement for [INSERT REASONS], and advise the Salt Spring Island Local Trust Committee on steps needed to address the specified issues.

Submitted By:	Chris Hutton, RPP, MCIP Regional Planning Manager	February 22, 2024
Concurrence:	Stefan Cermak Director, Planning Services	February 22, 2024

ATTACHMENTS

1. EC Submission Cover
2. EC Policy Checklist
3. Bylaw No. 537
4. Islands Trust Policy Statement Directives Only Checklist

ATTACHMENT 1

Local Trust Committee Bylaws
Submission for Executive committee Approval

Local Trust Committee: Salt Spring Island Local Trust Committee Bylaw No.: SS-537

Bylaw Type: Land Use Bylaw

Date of resolution referring bylaw to Executive Committee: 22-Jan-2024

☒ 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: Rob Pingle

Status

Date Resolution Referred to Exective Committee: 22-Feb-2024

Reading:

PROPOSED

SALT SPRING ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 537

A BYLAW TO AMEND SALT SPRING ISLAND LAND USE BYLAW NO. 355, 1999

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

1. Citation

This bylaw may be cited for all purposes as "Salt Spring Island Local Trust Committee, Bylaw No. 355. Land Use Bylaw, 1999, Amendment No. 2, 2023".

2. Salt Spring Island Local Trust Committee Bylaw No. 355, cited as "Salt Spring Island Land Use Bylaw, 1999," is amended as follows:

2.1 By adding the following in Section 1.1 "Definitions:"

"Accessory Dwelling Unit" means a dwelling unit accessory to a single-family dwelling unit intended as an independent, separate unit, and subordinate to the principal structure.

2.2 Schedule "M" is appended to and forms part of "Salt Spring Island Local Trust Committee, Bylaw No. 355. Land Use Bylaw, 1999, Amendment No. 1, 2022", as shown on attached Plan No. 1

2.3 By replacing Section 3.16 "Secondary Suites" with the following:

3.16 ACCESSORY DWELLING UNITS AND SECONDARY SUITES

Regulations for accessory dwelling units and secondary suites:

3.16.1 *Secondary suites* and *accessory dwelling units* are permitted only on *lots* that are within or partially within the shaded areas per the following:

(1) *Secondary suites* - Schedule "I" of this Bylaw;

(2) *Accessory dwelling units* – Schedule "M" of this Bylaw.

Information Note: An accessory dwelling unit located within the Provincial Agricultural Land Reserve must also be consistent with the provisions of the Agricultural Land Commission Act and its regulations.

3.16.2 Only one (1) *secondary suite* or one (1) *accessory dwelling unit* is permitted per *lot.*

3.16.3 The *secondary suite* or *accessory dwelling unit* shall not be:

(1) located within a portion of a *lot* that is identified as a Community Well Capture Zone on Map 22 of the Salt Spring Island Official Community Plan;

(2) located within a *community water system*, except where written confirmation from the operator of the *community water system* is provided that the site has sufficient capacity to supply a *secondary suite* or an *accessory dwelling unit;*

(3) operated as a *Bed and Breakfast home-based business*, nor rented on a *temporary* basis.

(4) subdivided from the dwelling unit, single family to which it is accessory under the Land Title Act or the Strata Property Act.

3.16.4 The *secondary suite* or *accessory dwelling unit* shall be:

(1) occupied by the owner of the *lot*; or

(2) 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.

Information Note: Pursuant to other provisions of this Land Use Bylaw, short term vacation rentals are not permitted in residential areas.

3.16.5 A building permit must be obtained for any *secondary suite* or *accessory dwelling unit.*

3.16.6 Where water to a *lot* containing a *secondary suite* or an *accessory dwelling unit* is supplied from:

(1) rainwater collection, the rainwater system must be capable of supplying it with a sufficient quantity of *potable* water;

(2) Where a *lot* is supplied by groundwater, a *single-family dwelling* containing a *secondary suite*, or *an accessory dwelling unit*, must have sufficient available groundwater.

Information Note: At time of Building Permit application, the Capital Regional District requires specific amounts of potable water be demonstrated, and proof of adequate septic capacity be provided, prior to issuing approvals.

(3) a combination of sources, a written plan for the supply of water is to be provided under seal of an engineer that demonstrates an adequate supply of potable water;

(4) a surface water body, a water license, issued or amended after November 30, 1994, must permit the withdrawal of the required amount of water.

Information Note: The provincial Water Management Branch completed a study of surface water availability in November of 1994. Water licenses issued before this time may not be a reliable indication that water is actually available in the necessary quantity.

PROPOSED

Accessory Dwelling Unit Regulations

3.16.7 The maximum *height* of an *accessory dwelling unit* is 7 metres;

3.16.8 The maximum *floor area* of an *accessory dwelling unit* is 56 square metres on *lots equal to or* less than 1.2 hectares in area;

3.16.9 The maximum *floor area* of an *accessory dwelling unit* is 90 square metres on *lots* greater than 1.2 hectares;

3.16.10 Despite section 4.3, no accessory dwelling unit shall be constructed 4.5 metres from any interior side lot line;

3.16.11 The driveway access to the accessory dwelling unit must be shared with access to the principal residence, unless access to the accessory dwelling unit can be provided from a rear lane.

3.16.12 The *accessory dwelling unit* can be freestanding or combined with an *accessory building*;

3.16.13 The *accessory dwelling unit* must not have a *basement*;

3.16.14 The *accessory dwelling unit* including any stairs, decks or porches or other *structure*s that are attached to the unit, or that function as part of the unit, should not be located within 6 metres of any other *building* on a *lot*;

3.16.15 An *accessory dwelling unit* does not include recreational vehicles, or any *dwelling unit* on wheels.

Secondary Suite Regulations

3.16.16 The maximum *floor area* for a *secondary suite* is 90 square metres.

3.16.17 The *secondary suite* must be contained within the walls of the *building* that contains the *principal dwelling unit*.

3.16.17 The entrance to a *secondary suite* from the exterior of the *building* must be separate from the entrance to the *principal dwelling unit*.

2.4 By adding a change to the table under Subsection 7.1.5 "Minimum Number of Parking Spaces for Automobiles, Disabled Parking and Bicycles" with the following:

TABLE 3 MINIMUM NUMBER OF PARKING SPACES FOR AUTOMOBILES, DISABLED PARKING AND BICYCLES			
LAND USE	**Number of Automobile Parking Spaces Required**	**Number of required Automobile Parking Spaces which must be designed for *use* by the disabled**	**Number of Bicycle Parking Spaces Required**
RESIDENTIAL			
Seasonal Cottage, Accessory Dwelling Unit or Secondary Suite	1 per unit	0	0

And by making consequential numbering alterations to effect this change.

PROPOSED

READ A FIRST TIME THIS	22	DAY OF	January	2024
READ A SECOND TIME THIS	22	DAY OF	January	2024
READ A THIRD TIME THIS	22	DAY OF	January	2024

APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST THIS

_____ DAY OF _____ 20_____

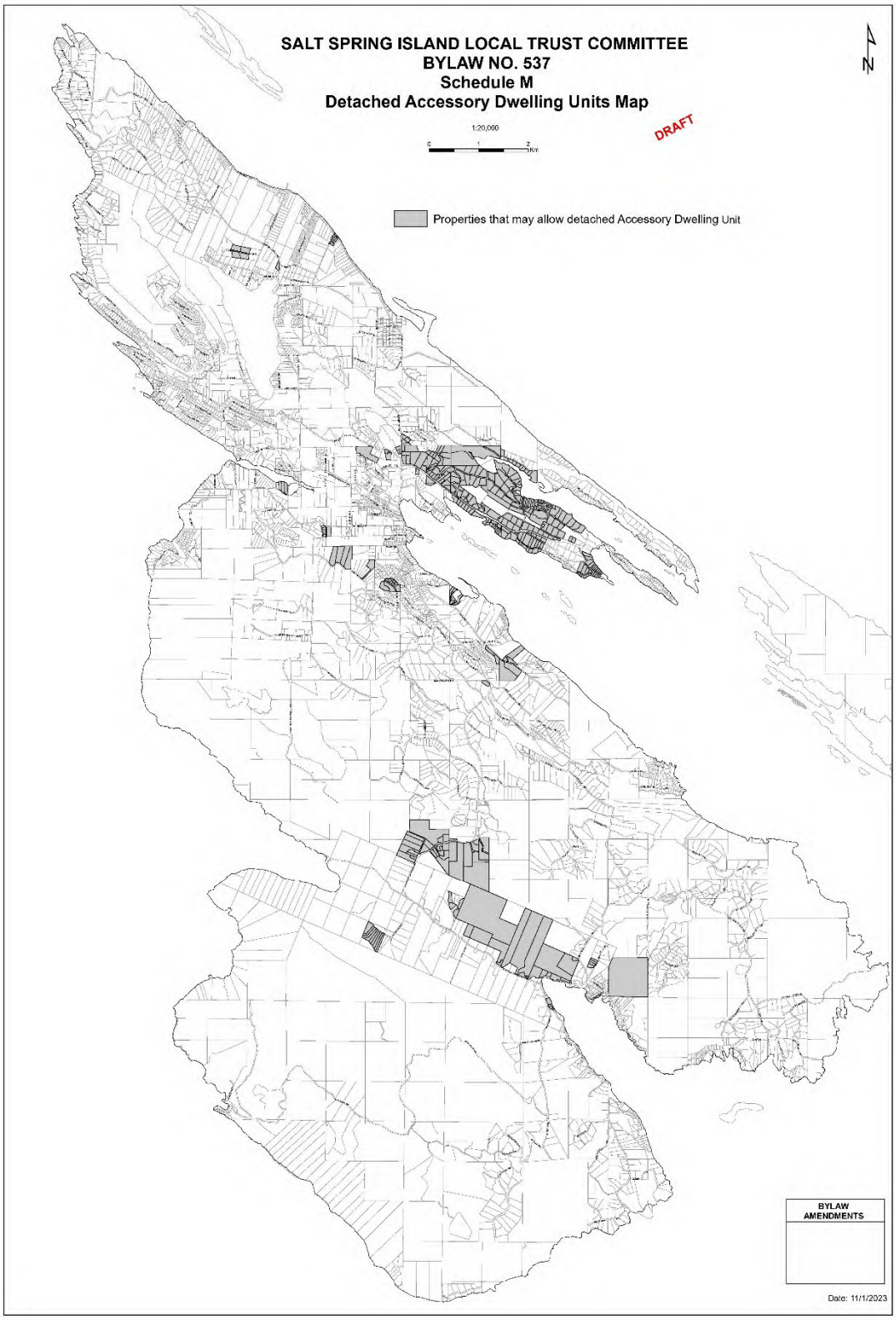
ADOPTED THIS _____ DAY OF _____ 20_____

_____ _____

Chair **Secretary**

PROPOSED

SALT SPRING ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 537
Plan No. 1



Attachment 4

ISLANDS TRUST POLICY STATEMENT DIRECTIVES ONLY CHECKLIST

File No.: 6500-20 Housing Action Program (Accessory Dwelling Units)

Bylaw Name (s): Draft Amendment to Proposed Bylaw No. 530 or Draft Bylaw No. 537

PART III: POLICIES FOR ECOSYSTEM PRESERVATION AND PROTECTION

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

PART IV: POLICIES FOR THE STEWARDSHIP OF RESOURCES

CONSISTENT	NO.	DIRECTIVE POLICY
	4.1	**Agricultural Land**
N/A	**4.1.4**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification and preservation of agricultural land for current and future use.
N/A	**4.1.5**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the preservation, protection, and encouragement of farming, the sustainability of farming, and the relationship of farming to other land uses.
N/A	**4.1.6**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the use of adjacent properties to minimize any adverse affects on agricultural land.
N/A	**4.1.7**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the design of road systems and servicing corridors to avoid agricultural lands unless the need for roads outweighs agricultural considerations, in which case appropriate mitigation measures shall be required to derive a net benefit to agriculture.

N/A	**4.1.8**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address land uses and activities that support the economic viability of farms without compromising the agriculture capability of agricultural land.
N/A	**4.1.9**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the use of Crown lands for agricultural leases.
	4.2	**Forests**
N/A	**4.2.6**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the need to protect the ecological integrity on a scale of forest stands and landscapes.
N/A	**4.2.7**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the retention of large land holdings and parcel sizes for sustainable forestry use, and the location and construction of roads, and utility and communication corridors to minimize the fragmentation of forests.
N/A	**4.2.8**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the designation of forest ecosystem reserves where no extraction will take place to ensure the preservation of native biological diversity.
	4.3	**Wildlife and Vegetation**
	4.4	**Freshwater Resources**
YES	**4.4.2**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address measures that ensure neither the density nor intensity of land use is increased in areas which are known to have a problem with the quality or quantity of the supply of freshwater, water quality is maintained, and existing, anticipated and seasonal demands for water are considered and allowed for.
YES	**4.4.3**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address measures that ensure water use is not to the detriment of in-stream uses
	4.5	**Coastal Areas and Marine Shorelands**
N/A	**4.5.8**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the needs and locations for marine dependent land uses.
N/A	**4.5.9**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the compatibility of the location, size and nature of marinas with the ecosystems and character of their local planning areas.
N/A	**4.5.10**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the location of buildings and structures so as to protect public access to, from and along the marine shoreline and minimize impacts on sensitive coastal environments.
N/A	**4.5.11**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address opportunities for the sharing of facilities such as docks, wharves, floats, jetties, boat houses, board walks and causeways.
	4.6	**Soils and Other Resources**
N/A	**4.6.3**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the protection of productive soils.

PART V: POLICIES FOR SUSTAINABLE COMMUNITIES

CONSISTENT	NO.	DIRECTIVE POLICY
	5.1	**Aesthetic Qualities**
N/A	**5.1 3**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the protection of views, scenic areas and distinctive features contributing to the overall visual quality and scenic value of the Trust Area.
	5.2	**Growth and Development**
N/A	**5.2.3**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address policies related to the aesthetic, environmental and social impacts of development.
Yes	**5.2.4**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address any potential growth rate and strategies for growth management that ensure that land use is compatible with preservation and protection of the environment, natural amenities, resources and community character.
Yes	**5.2.5**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address means for achieving efficient use of the land base without exceeding any density limits defined in their official community plans.
N/A	**5.2.6**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of areas hazardous to development, including areas subject to flooding, erosion or slope instability, and strategies to direct development away from such hazards.
	5.3	**Transportation and Utilities**

N/A	**5.3.4**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the development of a classification system of rural roadways, including scenic or heritage road designations, in recognition of the object of the Islands Trust.
N/A	**5.3.5**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the impacts of road location, design, construction and systems.
N/A	**5.3.6**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the designation of areas for the landing of emergency helicopters.
N/A	**5.3.7**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the development of land use patterns that encourage establishment of bicycle paths and other local and inter-community transportation systems that reduce dependency on private automobile use.
	5.4	**Disposal of Waste**
N/A	**5.4.4**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of acceptable locations for the disposal of solid waste.
CONSISTENT	**NO.**	**DIRECTIVE POLICY**
	5.5	**Recreation**
N/A	**5.5.3**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the prohibition of destination gaming facilities such as casinos and commercial bingo halls.
N/A	**5.5.4**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the location and type of recreational facilities so as not to degrade environmentally sensitive areas, and the designation of locations for marinas, boat launches, docks and anchorages so as not to degrade sensitive marine or coastal areas.
N/A	**5.5.5**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of sites providing safe public access to beaches, the identification and designation of areas of recreational significance, and the designation of locations for community and public boat launches, docks and anchorages.
N/A	**5.5.6**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification and designation of areas for low impact recreational activities and discourage facilities and opportunities for high impact recreational activities.
N/A	**5.5.7**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the planning for bicycle, pedestrian and equestrian trail systems.
	5.6	**Cultural and Natural Heritage**
N/A	**5.6.2**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification, protection, preservation and enhancement of local heritage.
MAYBE	**5.6.3**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the preservation and protection of the heritage value and character of historic coastal settlement patterns and remains.
	5.7	**Economic Opportunities**
MAYBE	**5.7.2**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address economic opportunities that are compatible with conservation of resources and protection of community character.
	5.8	**Health and Well-being**
No	**5.8.6**	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address their community's current and projected housing requirements and the long-term needs for educational, institutional, community and health-related facilities and services, as well as the cultural and recreational facilities and services.

	POLICY STATEMENT COMPLIANCE
YES	***In compliance with Trust Policy***
	Not in compliance with Trust Policy for the following reasons: The current official community plan and regulatory bylaws do not address Salt Spring Island's projected housing needs to sustain a healthy community. There is an opportunity to address this deficiency within the funded official community plan and land use bylaw review project.

Islands Trust Council Schedule

March 12-14, 2024

Tuesday, March 12	Wednesday, March 13	Thursday, March 14
(TBD) **Executive Committee Meeting** (location to be determined)	8:30 **Administrative Services** Consent Agenda Items Decision/Discussion Items Financial Planning Commitee Work Program	8:30 **Closed Meeting** Public are welcome to attend all sessions excluding the Closed Meeting **Rise and Report**
10:15 Break		**9:30 Break**
10:30 **Trust Council Start** **Land Acknowledgement** **Call to Order and Approval of Agenda** **General Business Arising** Consent Agenda Item(s) Adoption of Minutes Resolution Without Meeting Trust Council Follow-up Action List	9:00 **Budget**	9:45 **Financial Bylaws Approval** 10:15 **Trust Area Services** Consent Agenda Items Decision/Discussion Items Trust Programs Committee Work Program Islands Trust Conservancy Work Program
10:45 **Trustee Roundtable** Emerging issues and island updates	**10:30 Break**	10:30 **New Business** Trustee-Initiated Requests for Decision
11:00 **Executive** Council Work Program Executive Committee Work Program Governance Committee Report	10:45 **Budget (Continued)**	11:15 **Trustee Updates about Working in Cooperation with Others** Atl'ka7tsem/Howe Sound Biosphere Region Baynes Sound/Lambert Channel Ecosystem Forum Southern Gulf Islands Forum Salt Spring Island Watershed Protection Alliance (SSIWPA) VICC Climate Leadership Steering Committee Snaw-naw-as Nation/ Islands Trust Joint Working Group First Nations Relations Shellfish Aquaculture Management Advisory Committee Freighter Anchorages/Oceans Protection Plan Update BC Ferries Advisory Committees
12:00 Lunch	**12:00 Lunch**	
1:00 **Local Planning Services** Consent Agenda Item(s) Decision/Discussion Items Local Planning Services Work Program	1:00 **Delegations/Public Comment**	
2:00 **Strategic Plan - Goals and Priorities Session**	2:00 **Media & Social Media Training Session** Welcome and Introductions	**Priorities Chart** **June Trust Council Draft Schedule** **Disposition of Delegations** **Correspondence**
3:00 Break	**3:00 Break**	12:00 **Adjournment (approx.)**
3:15 **Strategic Plan - Goals and Priorities Session (Continued)**	3:15 **Media & Social Media Training Session (Continued)**	
5:30 Adjourn for the Day (approx.)	**5:30 Adjourn for the Day (approx.)**	

*times are provided for information and may vary

Visit the meeting webpage:
https://islandstrust.bc.ca/event/trust-council-quarterly-meeting/
~ to view the agenda package

~ to join the meeting electronically, view livestream or attend by phone-in

Trust Council
Minutes of Quarterly Meeting

Date of Meeting: December 5 to December 7, 2023
Location: Coast Victoria Hotel
146 Kingston Street, Victoria, BC

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

Trustees Present:

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

Staff Present:
Russ Hotsenpiller, Chief Administrative Officer (CAO)
David Marlor, Director, Legislative Services (DLPS)/Recorder
Clare Frater, Director, Trust Area Services (DTAS)
Julia Mobbs, Director, Administrative Services (DAS)
Stefan Cermak, Director, Planning Services (DPS)
Emily Bryant, Administrative Assistant

Tuesday, December 5, 2023

1. CALL TO ORDER / LAND ACKNOWLEDGEMENT

Chair Luckham called the meeting to order at 1:01 p.m.

Chair Luckham did a territorial acknowledgement. Trustees introduced themselves.

2. APPROVAL OF AGENDA

2.1 Review of Agenda

TC-2023-080
It was MOVED and SECONDED by a 2/3 vote,
that Trust Council add to new business to review and discuss the Chief Administrative Officer Liaison duties described in Section 9 of Policy 2.4.1- Executive Committee Terms of Reference.

CARRIED

2.2 Approval of Agenda

By general consent Trust Council approved the agenda as amended.

3. GENERAL BUSINESS ARISING

3.1 Consent Agenda Items

By general consent Trust Council received the recommendation as presented in item 3.1.1, 3.1.2, and 3.1.3.

3.1.1 September Trust Council Draft Minutes

That Trust Council adopt the minutes as presented.

3.1.2 Trust Council Resolutions Without Meeting

None

3.1.3 Trust Council Follow-Up Action List (FUAL)

This item was moved to 4.2.3 for discussion.

3.2 Discussion/Decision Items

3.2.1 Trustee Roundtable

Trustees shared information about their communities and what was happening in their communities.

Common themes were heard on the following:

- First Nations reconciliation
- Connected Coast
- Housing

Trustee Middleton entered the meeting at 1:33 p.m.

Trustee Dodds entered the meeting at 2:17 p.m.

4. EXECUTIVE SERVICES

4.1 Consent Agenda Items

4.1.1 Chief Administrative Officer – Report

By general consent Trust Council received item 4.1.1 for information.

4.1.2 Executive Committee Work Program

Item was deferred to after the break on Wednesday, December 5 due to it not being included in the agenda package at time of issuing, being received as a late item, and to allow trustees time to review the material.

4.2 Discussion/Decision Items

4.2.1 Governance Committee Work Program

The Chair of the Governance Committee reported on the work and priorities of the Committee.

Discussion ensued around the response to the Governance Report, and time frame since receipt of the report.

The meeting recessed at 3:01 p.m. and reconvened at 3:19 p.m.

4.2.2 2024 Meeting Schedule

4.2.2.1 Draft Trust Council Meeting Schedule for 2024 – Request for Decision

The CAO presented the draft meeting schedule and locations for 2024.

Discussion ensued on the cost of Trust Council meetings, including consideration of having two of the meetings as electronic to reduce costs.

TC-2023-081
It was MOVED by Trustee Fast and SECONDED by Trustee Yates,
that Trust Council adopt a 2024 schedule that includes quarterly meetings on:

1. March 12-14
2. June 18-20
3. September 24-26, and
4. December 3-5

CARRIED

TC-2023-082
It was MOVED by Trustee Morrison and SECONDED by Trustee Evans,
that Trust Council adopt the following locations for its 2024 meetings:
1. March 12-14, Nanaimo
2. June 18-20, Salt Spring
3. September 24-26, on an island to be determined
4. December 3-5, Victoria.

CARRIED

4.2.2.2 Trust Council Meeting Costs – Brief

Trustees spoke to this item in item 4.2.2.1.

4.2.3 Meeting and Development Application Procedures and Public Notice Requirements – Request for Decision

The Director, Legislated Services presented the report and recommendations.

Discussion ensued.

TC-2023-083
It was MOVED by Trustee Gedye and SECONDED by Trustee Borthwick,
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.

And further move, 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.

And further move, that Trust Council request Staff to prepare a draft Public Notice Policy with a model Local Trust Committee Public Notice Bylaw, and a draft Trust Council Public Notice Bylaw.

CARRIED

4.2.4 Trust Council FUAL Review – Discussion

The Chief Administrative Officer presented the Follow-up Action List review for discussion. Discussion ensued around the list of work items from Trust Council presented.

TC-2023-084
It was MOVED by Trustee Peterson and SECONDED by Trustee Yates,
that Trust Council request items on Follow-up Action List listed as "should be consolidated", be consolidated and that staff be requested to prepare a request for decision for further work on the Trust Council Follow-up Action List.

CARRIED

TC-2023-085
It was MOVED by Trustee Harris and SECONDED by Trustee Hunter,
that Trust Council remove item 4 from the Trust Council Follow-up Action List.

DEFEATED

5. TRUST AREA SERVICES

5.1 Consent Agenda Items

By general consent Trust Council received items 5.1.2 and 5.1.3 as presented.

5.1.1 Director of Trust Area Services Report

Clarification requested on communications contractor mentioned in the report.

By general consent Trust Council received the report as presented.

5.1.2 Policy Statement Amendment Project Update – Briefing

5.1.3 Reconciliation Learning Group program – Briefing

5.1.4 Legislative Monitoring Report, November 2023 – Briefing

TC-2023-086
It was MOVED by Trustee Patrick and SECONDED by Trustee Borthwick,
that Trust Council request the Regional Planning Committee to evaluate the *Short Term Rental Accommodation Act* to identify opportunities and challenges for implementation of the act on the management of short term rentals in the Trust Area.

CARRIED

By general consent Trust Council received the report.

5.1.5 Islands Trust 50th Anniversary Activities – Briefing

Trustees asked questions around some aspects of the activities.

By general consent Trust Council received the report.

5.2 Decision/Discussion Items

5.2.1 Trust Programs Committee Work Program

The Chair of Trust Programs Committee presented the Trust Programs Committee work program and provided an update on the work of the committee.

By general consent Trust Council received the report.

5.2.2 Vancouver Island and Coastal Communities Climate Leadership Steering Committee appointee and funding request – Request For Decision

TC-2023-087
It was MOVED by Trustee Elliott and SECONDED by Trustee Peterson,
that Trust Council appoint Trustee Morrison as Trust Council's representative to the Vancouver Island and Coastal Communities Climate Leadership Steering Committee.

CARRIED

TC-2023-088
It was MOVED by Trustee Fast and SECONDED by Trustee Yates,
that Trust Council allocate $250 from the Secretariat Services budget to support the Vancouver Island and Coastal Communities Climate Leadership Steering Committee.

CARRIED

TC-2023-089
It was MOVED by Trustee Peterson and SECONDED by Trustee Elliott,
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.

CARRIED

5.2.3 Montreal Pledge COP15 Biodiversity Framework and potential impacts for the work of the Islands Trust – Briefing

Trustees discussed the response options.

TC-2023-090
It was MOVED by Trustee Gedye and SECONDED by Trustee Elliott,

that Trust Council refer the possible actions outlined in this report back to Trust Programs Committee and Regional Planning Committee for inclusion in Trust Council's strategic planning process.

CARRIED

5.2.4 Wildfire Prevention Resources – Briefing

By general consent Trust Council received the briefing for information.

5.2.5 Islands Trust Conservancy (ITC) Report

ITC Chair Risa Smith presented the report and provided an update on the work of the Islands Trust Conservancy.

By general consent Trust Council received the report.

Trust Council recessed for the day at 5:31 p.m.

The Chair reconvened the meeting at 8:34 a.m., Wednesday, December 6, 2023. Trustees Scott, Stamford, Gedye were not in attendance.

Wednesday, December 6, 2023

6. VISIONING DISCUSSION

Trustee Yates joined the meeting at 8:40 a.m.

6.1 Vision Statement – Briefing

The CAO introduced the briefing. The Chair opened the discussion to the floor. Discussion ensued regarding the various options provided in the briefing.

Trustee Gedye joined the meeting at 8:55 a.m.

TC-2023-091
It was MOVED by Trustee Evans and SECONDED by Trustee Allen,
that Trust Council adopt as its vision option number 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) and forward to First Nations currently reviewing the policy statement as part of their Trust Policy work.

Discussion ensued.

TC-2023-092
It was MOVED by Trustee Evans and SECONDED by Trustee Fast,

that the word DRAFT be added to the motion.

CARRIED

Trust Council Chair called a vote on the original motion as amended.

CARRIED

Trustee Morrison requested the vote count be record for motion TC-2023-90, and that her vote against be recorded.

(16 in favour, 8 opposed)

Trustee Morrison Opposed

The meeting recessed at 10:09 a.m. and reconvened at 10:25 a.m.

4.1.2 Executive Committee Work Program

This item was deferred from yesterday.

By general consent Trust Council received item 4.1.2 as recommended.

4.2.1 Governance Committee Work Program

Trustee Morrison brought this item back to Trust Council.

TC-2023-093
It was MOVED by Trustee Morrison and SECONDED by Trustee Borthwick,
that Trust Council direct the Governance Committee to shift "*Representational differences*", from the "*NOT IMMEDIATE but IMPORTANT*" category and move it to the *"URGENT and HIGH PRIORITY".*

CARRIED

TC-2023-094
It was MOVED by Trustee Borthwick and SECONDED by Trustee Morrison,
that Trust Council direct the Governance Committee to shift "*compensation*", from the "*NOT IMMEDIATE and LOWER PRIORITY*" category and move it to the *"NOT IMMEDIATE but IMPORTANT".*

CARRIED

7. ADMINISTRATIVE SERVICES/FINANCE

7.1 Consent Agenda Items

7.1.1 Director of Administrative Services Report

7.1.2 Q2 Financial Report – Request For Decision

7.1.3 Q2 Financial Forecast - Briefing

By general consent Trust Council received items 7.1.1 and 7.1.3, and approved item 7.1.2 as presented.

7.2 Discussion / Decision Items

The Chair of the Financial Planning Committee introduced the draft 2024/25 budget for discussion, and for the information of Trust Council.

Discussion on allocation of general surplus and consideration of allocating to a budget item that would benefit Bowen. Suggestion that Financial Planning Committee consider policy amendment to consider this.

Discussion on three freshwater initiatives that do not have any budgeting in 2024/25.

7.2.1 Financial Planning Committee Work Program

By general consent Trust Council approve the Financial Planning Committee Work Program as presented.

7.2.2 Draft Budget for FY2024/25

Director Mobbs presented the draft budget for FY 2024/25.

7.2.2.1 Draft Budget Overview – Briefing

7.2.2.2 Summary Data For Budget Discussion – Briefing

7.2.2.3 Business Case Summaries

7.2.2.4 Strategic and Programming Initiatives

7.2.2.4.1 EC: Programming Funding – Briefing

7.2.2.4.2 EC: Policy Statement Amendment Project – Briefing

7.2.2.4.3 TPC: Stewardship Education Program – Briefing

7.2.2.4.4 TPC: Secretariat Services – Business Case

7.2.2.4.5 RPC: Housing Needs Assessment: North/South Gulf Islands – Business Case

TC-2023-095
It was MOVED by Trustee Patrick and SECONDED by Trustee Mabberley,
that Trust Council request staff to seek written confirmation that the province will fund the initiatives to prepare new housing needs reports or to amend housing needs reports to meet the new legislative requirements for Interim Report on Housing Needs.

CARRIED

7.2.2.4.6 RPC: Housing Strategy and Housing Options Toolkit – Business Case

7.2.2.5 Operational Initiatives and Staffing

7.2.2.5.1 Building Footprint GIS Data Layer Update – Business Case

7.2.2.5.2 Bylaw Portal Licensing and Implementation – Business Case

7.2.2.5.3 SSI Office Relocation – BRF and Business Case

7.2.2.5.4 MS 365 Upgrade – Briefing

7.2.2.5.5 GIS Coordinator – Business Case

7.2.2.6 Local Trust Committee Projects

7.2.2.6.1 LTC Projects – List

7.2.2.6.2 Planning Services – Project Feasibility Assessment – Briefing

7.2.2.6.3 Denman – OCP and LUB Housing Policy Review

7.2.2.6.4 Gabriola – OCP and LUB Comprehensive Review

7.2.2.6.5 Mayne – Housing Options

7.2.2.6.6 North Pender – Housing Access and Affordability

7.2.2.6.7 Hornby – Relationship Building Actions with K'omoks First Nation

7.2.2.6.8 Salt Spring – OCP and LUB Review

7.2.2.6.9 Salt Spring – Ganges (Shlya'hwt/SYOWT) Village Area Plan

7.2.2.7 Islands Trust Conservancy Board Requests

7.2.2.7.1 Draft Budget 2024/25, Review of ITC Funding Requests – Briefing

7.2.2.7.2 Update on ITC business case for property management funds – Briefing

7.2.2.8 Unfunded Requests

7.2.2.8.1 Eelgrass Mapping – Phase 2 – Business Case

The meeting recessed for lunch at 12:00 p.m. and was called back to order at 1:02 p.m.

8. ENGAGEMENT/COLLABORATION

8.1 Delegations

8.1.1 Deb Ferens – Gulf Island Alliance – Sensitive Ecosystem Mapping

Delegation withdrawn.

8.2 Public Comment

The Chair invited members of the public to speak to council.

- Maxine Leichter – spoke regarding the Governance Review and the recommendations.
- Galiano Island - spoke regarding the Islands Trust funding capacity analysis for local trust committee.
- Kees Langereis – spoke regarding delay in posting videos to the website and agenda and minutes posting to the website.
- Jennifer Margison – spoke regarding the in-camera meeting regarding s.3 interpretation.
- Michael Sketch – spoke regarding Part 3 of the Islands Trust Act.

9. SAN JUAN COUNTY – ISLANDS TRUST – JOINT SESSION

Jane Fuller, Chair, San Juan County and Cindy Wolf, San Juan County joined Trust Council for a discussion on issues of trans-border interest. Discussion items included oil spill prevention, emergency tow vessel, Bill C-33 Strengthening Port System and Railway, and housing.

The Chair recessed the meeting at 3:05 p.m. and reconvened the meeting at 3:20 p.m.

Suggestion for discussion at a future meeting is the ferries.

10. NEW BUSINESS

10.1 Trustee Peterson re: Disposition of Delegations – Discussion

Vice-Chair Trustee Peterson introduced the topic and purpose to generate discussion and thought, and consideration of policy around disposition of delegations.

Discussion ensued on this topic, themes included being strategic in responding, being responsive to delegations.

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

Trustee Boland introduced this item. Discussion ensued. Suggestions include:

- Having monthly on-line meetings to deal only with briefings and consent items, to free time at Trust Council for discussion and decision items
- Potential to use on-line for special meetings on specific items
- Desire for in-between trust council discussion spaces, committee of the whole style, to pilot this in 2024
- Spring and fall extend council by one day in-person, and then other two on-line meetings
- Two meetings together, earlier, to deal with budget - re: RDN

TC-2023-096
It was MOVED by Trustee Boland and SECONDED by Trustee Evans,
that Trust Council request Staff to draft an amendment to the Trust Council meeting procedures bylaw to include the Committee of the Whole as a meeting type, and bring that draft to March Trust Council.

CARRIED

The meeting was recessed at 5:42 p.m.

The meeting reconvened at 8:32 a.m. on Thursday, December 7, 2023. Trustees Scott, Stamford, Allen, Middleton not in attendance at meeting start.

Thursday, December 7, 2023

10.3 Review and Discussion of the Chief Administrative Officer Liaison duties described in Section 9 of Policy 2.4.1- Executive Committee Terms of Reference.

Trustee Patrick introduced this item. Discussion ensued. Concur was raised around the dates, and reference to four committees as the number of committees may change.

Trustee Middleton joined the meeting at 9:06 a.m.

Discussion ensued around discussed merits of hiring a consultant, process, funding and timing.

TC-2023-097
It was MOVED by Trustee Gedye and SECONDED By Trustee Yates,
that Trust Council postpone this item to March 2024.

DEFEATED

Trust Council recessed at 10:07 a.m. and resumed at 10:22 a.m.

TC-2023-098
It was MOVED by Trustee Graham and SECONDED by Trustee Peterson
that Trust Council hire a consultant to work with the elected officials of Trust Council in the drafting of a Chief Administrative Officer Performance Evaluation Policy using current policies and materials provided by Trustee Patrick and Trustee Falck to Trust Council Dec 7, 2023 reporting back by March 2024.

TC-2023-099
It was MOVED by Trustee Bernardo and SECONDED by Trustee Evans,
that the word “consultant” be replaced by “qualified independent consultancy firm”.

CARRIED

Trust Council Chair called for a vote on the motion as amended:

CARRIED

11. PLANNING SERVICES

11.1 Consent Agenda Items

11.1.1 Director Report

The Director report was pulled for discussion. Trustees asked questions about housing toolkit as reported in the report.

By general consent Trust Council received the report.

11.2 Discussion/Decision Items

11.2.1 Regional Planning Committee Work Program

By general consent Trust Council approved the Regional Planning Committee Work Plan.

11.2.2 Environmental and Climate Change Canada funding for a biologist to support planning services

The Director of Planning Services introduced the item, and provided a summary of the rationale and funding opportunity. He noted that this is a temporary position.

TC-2023-100
It was MOVED by Trustee Fast and SECONDED by Trustee Yates,
that 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.

CARRIED

11.2.3 Draft TC Housing Strategic Action Plan – RFD

TC-2023-101
It was MOVED by Trustee Mabberley and SECONDED by Trustee Gauvreau,
that Trust Council approve the Draft Trust Council Housing Strategic Action Plan including proposed priority actions.

CARRIED

11.2.4 Housing Statute Changes to BC Legislation – BRF

By general consent Trust Council received the brief.

11.2.5 Housing Options Toolkit

The Chair of Regional Planning Committee explained that this is intended as an internal tool kit.

Question was raised about a news release going out about the toolkit. The Director of Planning Services indicated that a news release will be sent out.

By general consent Trust Council received the item.

Trustee Dodds left the meeting at 11:15 a.m.

12. SUMMARY/UPDATES/CORRESPONDENCE

12.1 Trustee Updates

12.1.1 BC Ferries (Ferry Advisory Committee Chairs)

No updates

12.1.2 First Nations

No updates

12.1.3 Gulf Islands National Park Reserve Advisory Committee

No updates

12.1.4 Salt Spring Island Watershed Protection Alliance (SSIWPA)

No updates

12.1.5 Atl'ka7tsem/Howe Sound Community Forum

No updates

12.1.6 Southern Gulf Islands Forum

No updates

12.1.7 Baynes Sound Forum

No updates

12.1.8 Freighter Anchorages update

No updates

12.1.9 Shellfish Aquaculture Management Advisory Committee (SF AMAC) – Trustee Lironi

No updates

Trustee Morrison left the meeting at 11:29 a.m.

12.2 Priorities Chart

Trust Council discussed the priorities chart.

By general consent Trust Council received the priorities chart.

12.3 Disposition of Delegations and Town Hall Requests

None

12.4 Correspondence

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

12.4.2 Jennifer Margison, Friends of the Gulf Islands Society – Trust Mandate – Oct 31, 2023

12.4.3 Jennifer Margison, Friends of the Gulf Islands Society – Trust Object – Nov 1, 2023

12.4.4 Michael Sketch – Letter to Minister respecting Islands Trust – Nov 9, 2023

12.4.5 Peter Johnston – Xwe'etay/Lasqueti Archeology Project report – Nov 14, 2023

By general consent Trust Council received items 12.4.1 to 12.4.5 for information.

13. NEXT MEETING

The next meeting is March 12-14, 2024 in Nanaimo.

14. CLOSED MEETING

TC-2023-102
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, (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 the meeting.

CARRIED

15. RISE AND REPORT

The Chair reported that the in-camera minutes from September 2023 were adopted, and that Trust Council passed the following resolution "That Islands Trust Council authorizes Islands Trust to enter into the Reciprocal Insurance Exchange Agreement with the Municipal Insurance Association of British Columbia (MIABC) for the purposes of providing liability, property and other insurance coverage as needed."

16. ADJOURNMENT

By general consent the meeting was adjourned at 12:35 p.m.

_____

Peter Luckham, Chair

Certified Correct:

_____
David Marlor, Director, Legislative Services

Minutes are not official until adopted at a subsequent meeting.

DRAFT

Islands Trust

Print Date: February 22, 2024

Follow Up Action Report

Trust Council

Chief Administrative Officer

Activity	Responsibility	Dates	Status
1 That Trust Council consider approaching the Province of British Columbia to request additional funding for the Islands Trust annual budget, ensuring any request that goes forward is appropriately strategized in line with other requests currently being asked of the Province; and that Trust Council direct staff to work with Executive Committee and the Islands Trust Conservancy Board to strategize an approach for requesting additional funding from the Province.	Russ Hotsenpiller	Meeting: 17-Sep-2019 Target: 06-Dec-2023	In Progress
2 Coordinate the provision of expert advice and training to the incoming Trust Council, early in the new term, on the theme of public engagement and consultation, building on lessons learned from the first three phases of Islands 2050 public engagement from 2019 - 2022.	Clare Frater Russ Hotsenpiller	Meeting: 21-Sep-2022 Target: 15-Dec-2023	In Progress
3 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. (STAFF: amalgamated)	Clare Frater Russ Hotsenpiller	Meeting: 22-Sep-2022 Target: 27-Jun-2023	Completed
4 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	Meeting: 07-Mar-2023 Target: 27-Jun-2023	In Progress

Follow Up Action Report

Trust Council

Chief Administrative Officer

Activity	Responsibility	Dates	Status
5 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 and further that Trust Council respond to Minister Kang to the effect that TC will revisit the request for a review of the Islands Trust mandate, governance, an d structure and provide the Minister with an update.	Russ Hotsenpiller	Meeting: 07-Mar-2023 Target: 27-Jun-2023	In Progress
6 Staff to research the possibility of self-insurance.	Julia Mobbs Russ Hotsenpiller	Meeting: 27-Jun-2023 Target: 10-Dec-2025	In Progress
7 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. Advise the Governance Committee of Trust Council decision.	Russ Hotsenpiller	Meeting: 26-Sep-2023 Target: 12-Dec-2023	In Progress
8 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. Develop staff advice regarding responsibilities of reconciliation and the vision statement. Add to December agenda.	Russ Hotsenpiller	Meeting: 26-Sep-2023 Target: 12-Dec-2023	Completed

Follow Up Action Report

Trust Council

Chief Administrative Officer

Activity	Responsibility	Dates	Status
9 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 Review ability of TC to fund such a lawsuit - legal advise as necessary. Report back to December Trust Council.	Russ Hotsenpiller	Meeting: 26-Sep-2023 Target: 12-Dec-2023	In Progress
10 THAT TC request items on FUAL listed as "should be consolidated", be consolidated and that staff be requested to prepare a RFD for further work on the Trust Council follow-up Action List	Russ Hotsenpiller	Meeting: 07-Dec-2023 Target: 09-Feb-2024	In Progress
11 THAT Trust Council hire a qualified independent consultancy firm to work with the elected officials of Trust Council in the drafting of a Chief Administrative Officer Performance Evaluation Policy using current policies and materials provided by Trustee Patrick and Trustee Falck to Trust Council Dec 7, 2023.	Russ Hotsenpiller	Meeting: 07-Dec-2023 Target: 31-Jan-2024	In Progress
12 rise and report: Islands Trust Council authorizes Islands Trust to enter into the Reciprocal Insurance Exchange Agreement with the Municipal Insurance Association of British Columbia(MIABC) for the purposes of providing liability, property and other insurance coverage as needed.	Russ Hotsenpiller	Meeting: 07-Dec-2023 Target: 31-Jan-2024	Completed

Follow Up Action Report

Trust Council

Director Legislative Services

Activity	Responsibility	Dates	Status
1 Trust Council requested Executive Committee follow up with the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD) around forest management. (STAFF: UNCLEAR AS TO DIRECT OUTCOMES DESIRED FOR THIS REQUEST AND ANY REQUIRED STRATEGIC DIRECTION)	Clare Frater David Marlor	Meeting: 12-Mar-2020 Target: 06-Dec-2023	Completed
2 That Trust Council request staff to recommend amendments to Trust Council Policy 6.3.2 to address the use of unspent special property tax requisition funds on new programs or initiatives when the original program or initiative remains ongoing. STAFF: FINANCIAL POLICY WORK IS SET TO BEGIN IN 2024	David Marlor Julia Mobbs	Meeting: 15-Sep-2020 Target: 19-Jun-2024	In Progress
3 Trust Council asked staff to provide recommendations about how to broaden engagement and capacity building within local communities, particularly with respect to involving First Nations, in the work of the Islands Trust Area. (STAFF: THE FOCUS MAY BE DEVELOPMENT OF AN ENGAGEMENT STRATEGY TO INCREASE COMMUNITITY AND FIRST NATION ENGAGEMENT, A LARGE PROJECT)	Clare Frater David Marlor	Meeting: 10-Mar-2021 Target: 16-Oct-2026	In Progress
4 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	Meeting: 29-Jun-2023 Target: 26-Jul-2024	In Progress

Follow Up Action Report

Trust Council

Director Legislative Services

	Activity	Responsibility	Dates	Status
5	Staff consider options and report back on possibilities and effort required to provide Trustee view access to integrated calendar of Trust Meetings.	David Marlor	Meeting: 29-Jun-2023 Target: 26-Jul-2024	In Progress
6	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	Meeting: 26-Sep-2023 Target: 12-Dec-2023	In Progress
7	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. Issue Koontz NAPTEP certificate.	David Marlor Kate Emmings	Meeting: 26-Sep-2023 Target: 12-Dec-2023	In Progress

Follow Up Action Report

Trust Council

Director Legislative Services

Activity	Responsibility	Dates	Status
8 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.	David Marlor	Meeting: 07-Dec-2023 Target: 09-Feb-2024	In Progress
9 THAT Trust Council request staff to draft an amendment to the Trust Council meeting procedures bylaw to include the Committee of the Whole as a meeting type, and bring that draft to March Trust Council.	David Marlor	Meeting: 07-Dec-2023 Target: 09-Feb-2024	Completed

Director of Planning Services

Activity	Responsibility	Dates	Status

Follow Up Action Report

Trust Council

Director of Planning Services

Activity	Responsibility	Dates	Status
1 Executive Committee to develop a communications strategy and materials to support awareness of the housing affordability advocacy request and rationale. (STAFF: REFERRED TO RPC - COMMUNICATION INCLUDED IN THE ADOPTED HOUSING STRATEGIC ACTION PLAN)	Clare Frater Stefan Cermak	Meeting: 22-Sep-2022 Target: 14-Mar-2023	Completed
2 Trust Council host a panel session about housing challenges and solutions in the Islands Trust Area as part of trustee education. (STAFF: REFERRED TO RPC FOR RECOMMENDATIONS. INCLUDED IN HOUSING STRATEGIC ACTION PLAN. CONSIDER THIS ITEM COMPLETE ALTHOUGH ACTION IS PROPOSED TO HAPPEN LATER IN ACTION PLAN)	Stefan Cermak	Meeting: 22-Sep-2022 Target: 14-Mar-2023	Completed
3 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. (STAFF: REFERRED TO RPC FOR RECOMMENDATIONS. RELATED ACTIVITIES INCLUDED IN ADOPTED HOUSING STRATEGIC PLAN. RECOMMEND THIS ITEM BE COMPLETE AND MONITOR ACTION PLAN)	Stefan Cermak	Meeting: 22-Sep-2022 Target: 23-Mar-2023	Completed

Follow Up Action Report

Trust Council

Director of Planning Services

	Activity	Responsibility	Dates	Status
4	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. (STAFF; NOT STARTED - PENDING HIRE OF SENIOR INDIGENOUS POLICY ADVISOR).	Clare Frater Stefan Cermak	Meeting: 29-Jun-2023 Target: 06-Dec-2023	In Progress
5	5.2.1 Bylaw Enforcement - ombudspersons recommendations dated August 2023, be implemented. Develop an associated work plan and project charter. Report on progress to council in March 2024.	Stefan Cermak	Meeting: 26-Sep-2023 Target: 12-Mar-2024	Completed
6	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	Meeting: 26-Sep-2023 Target: 12-Mar-2024	Completed
7	THAT Trust Council request the RPC to evaluate the Short Term Rental Accommodation Act to identify opportunities and challenges for implementation of the act on the management of short term rentals in the Trust Area. Place this item on the RPC agenda. This item should be marked as completed once placed on RPC agenda.	Stefan Cermak	Meeting: 07-Dec-2023 Target: 07-Feb-2024	Completed

Follow Up Action Report

Trust Council

Director of Planning Services

Activity	Responsibility	Dates	Status
8 Montreal Pledge COP15 Biodiversity Framework and potential impacts for the work of the Islands Trust - Briefing TC refer the possible actions outlined in this report back to Trust Programs Committee and RPC for inclusion in Trust Council's strategic planning process Forward to the TPC - this item should be marked complete once it has been placed on the TPC and RPC agendas.	Clare Frater Stefan Cermak	Meeting: 07-Dec-2023 Target: 31-Jan-2024	Completed
9 THAT Trust Council request staff to seek written confirmation that the province will fund the initiatives to prepare new housing needs reports or to amend housing needs reports to meet the new legislative requirements for Interim Report on Housing Needs.	Stefan Cermak	Meeting: 07-Dec-2023 Target: 31-Jan-2024	Completed
10 That 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	Stefan Cermak	Meeting: 07-Dec-2023 Target: 16-Feb-2024	Completed
11 That Trust Council approve the Draft Trust Council Housing Strategic Action Plan including proposed priority actions.	Stefan Cermak	Meeting: 07-Dec-2023 Target: 31-Jan-2024	Completed

Director, Administrative Services

Activity	Responsibility	Dates	Status

Follow Up Action Report

Trust Council

Director, Administrative Services

Activity	Responsibility	Dates	Status
1 That Trust Council request staff to recommend amendments to Trust Council Policy 6.3.2 to address the use of unspent special property tax requisition funds on new programs or initiatives when the original program or initiative remains ongoing. STAFF: FINANCIAL POLICY WORK IS SET TO BEGIN IN 2024	David Marlor Julia Mobbs	Meeting: 15-Sep-2020 Target: 19-Jun-2024	In Progress
2 Staff to research the possibility of self-insurance.	Julia Mobbs Russ Hotsenpiller	Meeting: 27-Jun-2023 Target: 10-Dec-2025	In Progress

Director, Trust Area Services

Activity	Responsibility	Dates	Status
1 Trust Council requested Executive Committee follow up with the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD) around forest management. (STAFF: UNCLEAR AS TO DIRECT OUTCOMES DESIRED FOR THIS REQUEST AND ANY REQUIRED STRATEGIC DIRECTION)	Clare Frater David Marlor	Meeting: 12-Mar-2020 Target: 06-Dec-2023	Completed

Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
2 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. (STAFF: LEGACY ITEM THAT CAN BE REVISITED IF NEEDED, NO ONGOING WORK AT PRESENT, COULD BE REMOVED AS ACTIVE ITEM ON FUAL)	Clare Frater	Meeting: 17-Jun-2020 Target: 06-Dec-2022	In Progress
3 Trust Council asked staff to provide recommendations about how to broaden engagement and capacity building within local communities, particularly with respect to involving First Nations, in the work of the Islands Trust Area. (STAFF: THE FOCUS MAY BE DEVELOPMENT OF AN ENGAGEMENT STRATEGY TO INCREASE COMMUNITITY AND FIRST NATION ENGAGEMENT, A LARGE PROJECT)	Clare Frater David Marlor	Meeting: 10-Mar-2021 Target: 16-Oct-2026	In Progress
4 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. (STAFF: 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	Meeting: 22-Sep-2021 Target: 16-Oct-2026	In Progress

Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
5 Policy Statement Amendment Project - Amend draft Bylaw No. 183 as directed by adopted resolutions. (ONGOING)	Clare Frater	Meeting: 21-Sep-2022 Target: 07-Sep-2026	In Progress
6 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. (ONGOING)	Clare Frater	Meeting: 21-Sep-2022 Target: 16-Oct-2026	In Progress
7 Coordinate the provision of expert advice and training to the incoming Trust Council, early in the new term, on the theme of public engagement and consultation, building on lessons learned from the first three phases of Islands 2050 public engagement from 2019 - 2022.	Clare Frater Russ Hotsenpiller	Meeting: 21-Sep-2022 Target: 15-Dec-2023	In Progress
8 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. (STAFF: amalgamated)	Clare Frater Russ Hotsenpiller	Meeting: 22-Sep-2022 Target: 27-Jun-2023	Completed
9 Executive Committee to develop a communications strategy and materials to support awareness of the housing affordability advocacy request and rationale. (STAFF: REFERRED TO RPC - COMMUNICATION INCLUDED IN THE ADOPTED HOUSING STRATEGIC ACTION PLAN)	Clare Frater Stefan Cermak	Meeting: 22-Sep-2022 Target: 14-Mar-2023	Completed

Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
10 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. (STAFF; NOT STARTED - PENDING HIRE OF SENIOR INDIGENOUS POLICY ADVISOR).	Clare Frater Stefan Cermak	Meeting: 29-Jun-2023 Target: 06-Dec-2023	In Progress
11 11.1.5 Trust Council requests that the legislative monitoring report be provided quarterly. Advise relevant staff and provide report to Trust Council quarterly.	Clare Frater	Meeting: 26-Sep-2023 Target: 12-Dec-2023	Completed

Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
12 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. 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. (STAFF: AGREEMENT APPROVED BY MINISTER, WORKING GROUP DATES SELECTED, WAITING FOR SNAW-NAW-AS TO ADVISE ON SIGNING CEREMONY PREFERENCE).	Clare Frater Lori Foster	Meeting: 26-Sep-2023 Target: 12-Dec-2023	In Progress
13 11.2.5 Islands 2050 That Trust Council approve Policy Statement Amendment Project Charter v7.	Clare Frater Mary Storzer	Meeting: 26-Sep-2023 Target: 12-Dec-2023	In Progress

Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
14 That Trust Council appoint Trustee Morrision 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. Advise the VICC Climate Leadership Steering Committee, and request cheque be issued.	Clare Frater	Meeting: 07-Dec-2023 Target: 31-Jan-2024	In Progress
15 Montreal Pledge COP15 Biodiversity Framework and potential impacts for the work of the Islands Trust - Briefing TC refer the possible actions outlined in this report back to Trust Programs Committee and RPC for inclusion in Trust Council's strategic planning process Forward to the TPC - this item should be marked complete once it has been placed on the TPC and RPC agendas.	Clare Frater Stefan Cermak	Meeting: 07-Dec-2023 Target: 31-Jan-2024	Completed

Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
16 TC adopt as its vision option number 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) and forward to First Nations currently reviewing the policy statement as part of their Trust Policy work.	Clare Frater	Meeting: 07-Dec-2023 Target: 31-Jan-2024	Completed

Executive Coordinator

Activity	Responsibility	Dates	Status
1 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. 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. (STAFF: AGREEMENT APPROVED BY MINISTER, WORKING GROUP DATES SELECTED, WAITING FOR SNAW-NAW-AS TO ADVISE ON SIGNING CEREMONY PREFERENCE).	Clare Frater Lori Foster	Meeting: 26-Sep-2023 Target: 12-Dec-2023	In Progress

Follow Up Action Report

Trust Council

Manager, Islands Trust Conservancy

Activity	Responsibility	Dates	Status
1 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. Issue Koontz NAPTEP certificate.	David Marlor Kate Emmings	Meeting: 26-Sep-2023 Target: 12-Dec-2023	In Progress

Senior Policy Advisor

Activity	Responsibility	Dates	Status
1 11.2.5 Islands 2050 That Trust Council approve Policy Statement Amendment Project Charter v7.	Clare Frater Mary Storzer	Meeting: 26-Sep-2023 Target: 12-Dec-2023	In Progress

Tuesday March 12
Islands Trust Council
Goals and Priorities Workshop

Background: To conduct a discussion on goals and priorities

Purpose: To support development of a corporate and strategic plan for the Islands Trust and to identify goals and objectives. Further, To seek direction from the Trustees on:

- Previous SWOT
- Most important goal topics
- Priorities for each goal topic

Resources: Cheeying Ho, Executive Director, WCS Engagement and Planning
Russ Hotsenpiller, CAO

Islands Trust – Goals and Priorities Workshop

Time	Topic
2:00	Review of agenda + objectives Review of consensus
2:15	SWOT Review: Any crucial things to add?
2:30	**Goal topics** Proposed ones based on survey and SWOT, issues that the Islands Trust should focus on during a strategic plan term. E.g., Housing or Water Stewardship (not sustainability or affordability)
3:15	Break
3:25	**Priorities** Define priorities: A priority is a high-level course of action or a direction for addressing the goal topics. Provides enough direction but is not a specific task/tactic. Survey responses Small groups (5 groups):
4:15	Break
4:30	Confirm criteria for prioritizing
4:40	Review all priorities (grouped by theme) and prioritize
5:25	Closing remarks

SWOT

Combined SWOT Analysis
June 2023 Trust Council Session
Edited for March 2024 Trust Council Meeting

STRENGTHS	WEAKNESSES
<u>Governance/Act</u> • Provincial attention due to own Act results in more straightforward legislative changes and asks • Ability to act on behalf of the Province (agency of the Province) as per the Act. • Unique governance: Trust is a focal point for local expression and action including increased investment in communities. A specific statutory mandate provides clearer direction than local governments have, a strong mission; • Limited/unique mandate focuses what we are here to do – • Tools in the Islands Trust Act available to Trust Council that so far are untapped. • Ability to coordinate regionally • Local trust model works well – relationship between community and local government	<u>Project delivery</u> • Early Planning - Not doing sufficient problem definition and funding appropriately. • Capacity for projects • Time constraints on projects <u>Diverse expectations</u> Diverse communities with different community expectations <u>Diverse understandings</u> • Size of Trust Council and geographic separation between trustees • Lack of agreement on common interpretation of Section 3 of Islands Trust Act <u>Communication</u> • Communication between public and organization needs improvement • Lack of community understanding about what the Trust does and low visibility in some parts of the Trust Area

People • Knowledgeable staff with years experience and depth of knowledge in certain areas; Long term senior staff • Dedicated trustees Internal communication • An organizational commitment to communication within organization Mapping • Layers of mapping, technology that is unique to Islands Trust – marrying conservation and land use planning Region • Ecological perspective: Artistic local economics who thrive in rural beautiful environment, Relatively undamaged area, not so subdivision and clearcut. Imagine what could have been…Magic Lake and Wildwood… • Globally recognised part of the Geographic Location: helps economic livelihoods, we are in close proximity to large urban areas which brings much focus • Cultural significance to First Nations and Indigenous	• Lack of trust by residents – mandate is unclear to community • Fractured governance on the islands – community doesn't know who to ask for what Governance challenges • Governance challenges creates difficulty in decision-making, • Built in inefficiency of serving 450 islands is functionally difficult, over seven RDs, 20 OCPs – structural inefficiency • Large number of OCPs and LUBs with varying definitions for the same idea leads to inefficiencies and increased costs • Deficit in planning…OCPs and LUBs are out of date…therefore become reactive…reacting to growth vs. proactively planning Staff/delivery of work • Staff turnover • Reliance on contractors • Tends to be a reliance on doing things internally and relying on a single staff expert. • Trustees dependence on staff – impacts from losing staff. TAS tends to be overly subscribed (or under resourced). Hard to innovate.

<u>Residents</u> • The people (settlers): people choose to live there, resident population care about the natural environment, The islands themselves are highly valued • Passionate and highly engaged residents – with lots of knowledge – strong awareness and action by community on protection of our environment Strong conservation component within population, very good Conservancy	<u>Communications/engagement</u> • Communications. Ex: Website needs to be better. • Engagement. Not reaching others than the frequent fliers • Letter writing advocacy • Ease of accessibility to reports and legal opinions as trustees Relationship with province needs to be improved • Bylaw enforcement needs to be modernized. <u>Budgeting</u> • Budgeting: strategic vs operational budgets. Not clear…causes confusion and missed opportunities <u>Reconciliation</u> • Setup to support bylaws – bylaws continue to alienate settlers and First Nations. Reconciliation is settler oriented. <u>Governance</u> • Tools not creative – IT setup to slow delay and create barriers to development. Not setup to enable community to bring forward solutions • We don't have the tools or support from provincial government to address or implement the mandate

	• Not using or maintaining protocol agreements or full breadth of existing legislation – not leveraging value of collaboration and cooperation
OPPORTUNITIES	**THREATS**
• Willingness of community members to contribute information, skills, knowledge and land • More public awareness of the benefits of nature and outdoor beauty leading to support for the mandate. • Collaboration with agencies • First Nations leadership/partnership – invite to the Trust Council table, more meaningful engagement to implement the mandate. Could develop co-management of lands and land use planning. • Developing relationship with regional districts and municipalities, regionalism • Islands Trust mapping supports community understanding of why limitations are needed • Agile enough to apply and use up provincial grants and funding that is available • Accepting change - Retiring boomers and families moving to islands – biggest	• Islands Trust is mandated to cooperate with other agencies but they are not compelled to cooperate • Federal and Provincial priorities in conflict with Islands Trust mandate • The "in cooperation with the province" is a challenge • Refuse to talk about growth management – not planning proactively for growth that is coming • Changing demographics • New residents bringing urban expectations • Growing voice to disband the Islands Trust; discontent and distrust • Risk of losing credibility and community support • lack affordable housing – causing loss of workers, inequality • Staffing retention – costs loss of time, loss of experience, capacity, morale, project impacts/delays, monitory costs for retraining

demographic change – changing to recreational focus demographic. • Could serve youth and children better – eg parks are conserving nature, planning could creating amenities for youth and children • Regenerative agriculture – young farmers moving to the islands. • Island gives us natural boundaries for self sufficiency	• Challenge in implementing UNDRIP • Climate Change. No water in the summer…trucked in water…increasing reliance on external water systems rising sea level, lack of food, lack of ground water, fire risk – effect basic way of life, storm surges cause building of structures that effect environment • Transportation. Ebikes on shoulderless roads. Lack of alternative transportation. Fire. Water. Sewage. Continuing on the same path as we are

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

1. LAND STEWARDSHIP

Preserve, protect and advocate for forest and terrestrial ecosystems

Strategy	Responsibility	Funding	Comment	Implementation
1.1. Map contiguous tracks of the Coastal Douglas fir zone (CDF) and associated ecosystems to aid in protection of that zone and its associated ecosystems.	Regional Planning Committee		Completed.	Complete
1.2. Create a model development permit for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas fir zones throughout the Trust Area.	Regional Planning Committee		Last term, RPC decided to wait for work underway on SSI on CDF protection (wildfire resilience). At present, no future work planned.	Not started
1.3. Amend legislation to increase the percentage of the Natural Area Protection Tax Exemption Program (NAPTEP) to act as an incentive for the protection of forest cover for climate change mitigation and adaptation in the Islands Trust Area.	Executive		Ministry officials have referred the Islands Trust to the Ministry of Finance for further information. A tax shift analysis is required for a business case to the Province of BC regarding Trust Council"s desire that legislation be amended to increase the NAPTEP exemption. The analysis has not been funded to date and no funds are proposed to be budgeted by Trust Council for 2024/25. Staff continue to look for grants for this project.	Not started
1.4. Create forestry initiatives including establishment of development permit areas, tree cutting authority advocacy, enforcement of development permits related to forestry and advocacy associated with the *Private Managed Forest Land Act.*	Executive		As per Trust Council direction in March, pursuit of tree cutting authority is not proceeding. Advocacy occurred with regard PMFL Act changes in 20/21. Enforcement of development permits remains a province wide issue. Trust Council may wish to provide specific direction in terms of outcomes associated with this strategic priority.	Delayed

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

1. LAND STEWARDSHIP

2. MARINE AND FRESHWATER STEWARDSHIP

To preserve and protect marine ecosystems

Strategy	Responsibility	Funding	Comment	Implementation
2.1. Advocate to minimize the impact of commercial activities on the marine environment and participate in Canada's Southern Resident Killer Whale (SRKW) recovery plan.	Trust Area Services		Some related Facebook posts.	In progress
2.2. Map the extent of eelgrass and kelp beds throughout the Trust Area.	Regional Planning Committee		Partially completed. Phase 1 Work was completed in March 2022. Phase 2 business case not supported by RPC. Mapping and the associated reports for eelgrass and kelp mapping is now posted on the Islands Trust website at https://islandstrust.bc.ca/programs/ecosystem-inventories/ and will be shared with First Nations and others as requested.	Partially completed. Phase 1 completed. Phase 2 budget request not supported by RPC.
2.3. 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.	Regional Planning Committee	2020/21 - $10,000	Partially completed.	Inventory complete, model bylaws not adopted and could be considered for future work.

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

Strategy	Responsibility	Funding	Comment	Implementation

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

2. MARINE AND FRESHWATER STEWARDSHIP

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

Strategy	Responsibility	Funding	Comment	Implementation
2.4. Develop a regional freshwater management strategy that a. addresses responsibilities under the Water Sustainability Act, b. identifies water resources throughout the Trust Area, c. integrates water resource management into land use decision-making, and d. accounts for the impacts of climate change on island water resources.	Regional Planning Committee		Final Strategy presented to Trust Council in December 2021. A webpage devoted to implementation of the Freshwater Sustainability Strategy is being developed.	Complete.
2.5. Map and develop water budgets for groundwater aquifers in the Trust Area.	Regional Planning Committee		Water budgets complete for southern gulf islands. Recharge mapping complete for Hornby, Denman and Gabriola, and southern Gulf Islands. Recharge mapping project continues in 22-23 to include Salt Spring Thetis, Bowen, Keats, Gambier, and select associated islands. Recharge mapping informs water budgets (groundwater availability assessments). Water budgets are still required for Hornby, Denman and Gabriola, Salt Spring, Thetis, Keats, Gambier and updates for southern gulf islands. Water budgets are an important component of suitable land analysis which will be used to inform housing projects by identifying, on each island, the more suitable land for increased density and intensity of land.	In progress

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

2. MARINE AND FRESHWATER STEWARDSHIP

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

Strategy	Responsibility	Funding	Comment	Implementation
2.6. Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling.	Regional Planning Committee		Model regulations have been developed through the freshwater implementation projects for North Pender and Galiano. In addition to cistern regulations there are revised subdivision regulations for proof of water . A model groundwater protection DPA has also been drafted through these processes. Model land-use regulation regarding freshwater sustainability have been undertaken in the southern gulf islands, specifically, proof of water at time of subdivision was updated in the land-use bylaw and groundwater recharge protection development permit area on Galiano is an on-going LTC project. In addition to cistern requirements, the revised proof of water at time of subdivision regulation was updated to harmonize with the Water Sustainability Act, Groundwater Protection Regulation, the Drinking Water Protection Act and consideration of the risk of salt water intrusion. Area-based regulations under the Water Sustainability Act offer local governments the ability to undertake develop of regulations that suite the specific need or concern of a particular area or region. Specific model regulations have not been developed for rainwater catchment and greywater recycling	In progress

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

3. CLIMATE CHANGE

Mitigate and adapt to climate change impacts

Strategy	Responsibility	Funding	Comment	Implementation
3.1. Amend the Islands Trust Policy Statement to add climate change mitigation, adaptation and resiliency policies.	TC/Executive/Trust Programs Committee		In June and September 2022, after reviewing recent engagement and referral feedback, Trust Council passed a series of resolutions requesting staff to undertake further work. In March 2023, Trust Council approved a project charter to guide next steps and received a communications strategy. In September 2023, Trust Council amended the project charter to extend timelines. Early engagement with First Nations continues.	In progress
3.2. 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.	Planning Services		LTCs considering independently. No regional approach.	Various LTC updating OCPs and LUBs. Dominant emphasis is to address housing issues. Gambier, Galiano, Salt Spring considering various aspects of strategy.
3.3 Develop i) a set of climate change, demographic and environmental data and ii) performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaption efforts.	Trust Programs Committee	2020/21 - $5,000; 2021/22 - $25,000 (not spent as re-allocated to Policy Statement Amendment)	Trust Programs Committee received a contracted report about climate indicators at the August 2020 meeting which it forwarded to Trust Council.	Delayed

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

4. COMMUNITY AND COMMUNICATION

Improve community engagement and participation in Islands Trust work

Strategy	Responsibility	Funding	Comment	Implementation
4.1. Develop the capacity to broadcast public meetings of Local Trust Committees, Council Committees and Trust Council.	Executive Admin-IT			Substantially complete however this will be ongoing work for the Islands Trust as additional resources have not been allocated to ongoing broadcast/live streaming in the future and there is variability across the Trust Area in terms of broadband access.
4.2. Develop a new website and initiate a social media program.	Executive		Complete as a strategic item, now an operational undertaking.	Complete.

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

4. COMMUNITY AND COMMUNICATION

Improve community engagement and participation in Islands Trust work

Strategy	Responsibility	Funding	Comment	Implementation
4.3. Develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area.	Trust Programs Committee		In 2020, TPC delivered a water conservation webinar, an eelgrass webinar and an ecosystem adaptation webinar. In February 2021, TPC delivered a groundwater licencing webinar. In 2021/22, TPC developed a "Living in the Islands Trust Area" mailing for for people new to the region. Since March 2022 the package is mailed to new homeowners. In May 2023, TPC requested that staff poll the public for webinar topic suggestions, endorsed a Living in the Trust Area Mailing Program Project Charter and requested three webinars. Two webinars on freshwater were delivered in January/February 2024 and a webinar on wildfire is planned for March 2024.	In progress

Strengthen housing affordability throughout the Islands Trust Area

Strategy	Responsibility	Funding	Comment	Implementation
4.4 Implement the following high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council.	Trust Area Services/Regional Planning Committee		Trust Council adopted Housing Strategic Action Plan in December 2023. Ongoing implementation.	In-progress

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

4. COMMUNITY AND COMMUNICATION

Strengthen housing affordability throughout the Islands Trust Area

Strategy	Responsibility	Funding	Comment	Implementation
4.4. i. Review the Islands Trust Policy Statement and give consideration to: a) giving affordable housing a greater profile for its role in sustainable communities b) including a reference to affordable housing in its policy direction to LTCs and municipalities.	TC/Executive/Trust Programs Committee		As described above the Policy Statement Amendment Project is underway. Engagement with First Nations continues.	In progress
4.4. ii. Review the Islands Trust Policy Statement to ensure that it: a) includes clear and well-thought out definition of affordability b) includes clearly articulated vision, goal and objectives for affordable housing c) gives affordable housing a greater profile for its role in sustainable communities d) includes a reference to affordable housing in its policy direction to LTCs and municipalities.	TC/Executive/Trust Programs Committee		As described above the Policy Statement Amendment Project is underway. Last term's TPC affordable housing working group discussions informed the development of the Policy Directions report, the discussion paper for Trust Councils March 2021 meeting and Draft 1 policies. Engagement with First Nations continues.	In progress
4.4. iii. Develop model bylaws that use floor area ratio as a density metric for consideration of implementation in local trust area land use bylaws.	Regional Planning Committee		Consultant Report received by Trust Council September 2021. Draft Housing Toolkit reviewed by RPC July 27, 2023 with all feasible regulatory options included. No further work recommended due to low value of using FAR in rural areas and poor uptake of model bylaws.	on hold
4.4. iv. Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws.	Regional Planning Committee		example: Flexible housing bylaw created for Mayne Island . Recommend no further action.	on hold
4.4. v. Develop model bylaws to address the use of building stratas as a tool for affordable housing.	Regional Planning Committee		Model bylaws are to be developed within the context of LTC housing projects.	In progress

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

4. COMMUNITY AND COMMUNICATION

Strengthen relations with First Nations

Strategy	Responsibility	Funding	Comment	Implementation
4.5 Adopt a Reconciliation Declaration.	Trust Council		Adopted March 2019.	Completed
4.6. Adopt and implement a Reconciliation Action Plan.	EXEC/TAS/PS		Trust Council received a 2019-2021 Reconciliation progress report in March 2021 and reconciliation actions are summarized in annual reports. Progress was made in the areas of training/organizational change and relationship development through the Policy Statement process. The plan requires review and update.	In progress. Further work is required to formalize and document agreements and protocols with Nations.
4.7. Develop a Trust Area-wide archaeological impact strategy and establish a Cultural Working Group.	Trust Area Services		Staff are working on a draft chance find protocol in the Trust Area. In March 2023, Trust Council struck a Reconciliation Learning Group which has begun learning activities with support from a contractor.	Ongoing
4.8 Develop heritage preservation overlay mapping for the Trust Area and model heritage regulatory bylaws for protection of potential heritage and cultural sites.	Regional Planning Committee		Phase 1 completed in 2021/22. At this point it is recommended that any further work be deferred until appropriate relationship-building with First Nations and the successful implementation of protocol agreements.	Hold.

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

5. GOVERNANCE

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

Strategy	Responsibility	Funding	Comment	Implementation
5.1. Amend the Islands Trust Act or other legislation to: i. Allow for entry warrants ii. Grant authority to use municipal ticketing for development permit enforcement iii. Enable adoption of development approval information bylaws by local trust committee iv. Add First Nations to the list of bodies with whom the Trust works in cooperation v. Enable delegation to staff the issuance of development permits vi. Clarify foreshore zoning authority	Executive/RPC			Complete. Any further work on entry warrants, dp ticketing or foreshore zoning authority would need to be reconsidered and an alternative strategy developed.
5.10 Development of a Corporate Plan for the Islands Trust			Currently at Phase 2, Part 4: Development of long range goals and objectives	

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

5. GOVERNANCE

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

Strategy	Responsibility	Funding	Comment	Implementation
5.2. Provide a secretariat role to forums within the Trust Area.	Trust Programs Committee		Trust Council adopted the Secretariat Services policy in 2020. Trust Programs Committee co-hosted the Baynes Sound Lambert Channel Forum on May 30, 2020 and delivered support to coordination groups. In 2020/1 and 2021/22, 2022/23 and 2023/24 TPC allocated support to : - Southern Gulf Islands Forum, - Baynes Sound Lambert Channel Ecosystem Forum, - Coastal Douglas-fir Conservation Partnership (not allocated in 2023/24 to date), - Howe Sound Atl""ka7tsem Community Forum, and - Rural Island Economic Forum	In progress
5.3. Undertake a Governance and Management Review	Select Committee		Final report presented to Trust Council in March 2022. Governance Committee formed June 2022.	Recieved March 2022
5.4 Implement a Trust Council Policy analysis, review, and amendment of deemed top priorities for consideration and approval by Trust Council.	Executive		Added March 2021 by amendment of Trust Council. To date 11 out of 18 policies marked for review have been amended and adopted.	In progress
5.5. Request additional funding from the Province	Executive		No active engagement underway with Province at this time.	Hold

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

5. GOVERNANCE

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

Strategy	Responsibility	Funding	Comment	Implementation
5.8 Prioritize elements of the strategic projects that support land use decision making 5.9 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	CAO			

To amend the Policy Statement

Strategy	Responsibility	Funding	Comment	Implementation
5.6. Amend the Policy Statement introductory and definitions sections.	TC/Executive/Trust Programs Committee	See 3.1	See above. Project scope has increased considerably since initiation.	In progress
5.7. Determine if additional changes to the Policy Statement are desired by Trust Council.	TC/Executive/Trust Programs Committee	See 3.1	Pending Trust Council direction on next steps.	In progress

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 9, 2021
From:	**David Marlor, Director, Legislative Services**	**Date Prepared:**	February 13, 2024

SUBJECT: **Committee of the Whole – Meeting Procedures Bylaw Amendment**

RECOMMENDATION:

That Trust Council give Bylaw 196, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2024". First reading.

That Trust Council give Bylaw 196, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2024". Second reading.

That Trust Council give Bylaw 196, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2024". Third reading.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
This amendment updates Trust Council's meeting procedures bylaw to allow Trust Council to resolve into Committee of the Whole; this will allow a more informal venue focused on discussion that can then be used to inform Trust Council decisions.

---

1 **PURPOSE:**
To provide recommendations for amendments to Trust Council's meeting procedures bylaw to add "Committee of the Whole" as an option for Trust Council meetings.

2 BACKGROUND:
At is December 2023 regular meeting, Trust Council passed the following resolution:

> ***TC-2023-095***
> ***It was MOVED by Trustee Boland and SECONDED by Trustee Evans,***
> *that Trust Council request Staff to draft an amendment to the Trust Council meeting procedures bylaw to include the Committee of the Whole as a meeting type, and bring that draft to March Trust Council.*

A Committee of the Whole is generally defined as a quorum of Trust Council members sitting as a committee for the purpose of a more informal discussion. Usually in Committee of the whole, the meeting procedure rules are relaxed to allow more open discussion and debate amongst members. Rule relaxation is up to the Committee of the Whole.

There is no set standard for Committee of the Whole across local governments in British Columbia. Some local governments have stringent meeting rules that limit members speaking to an item in council to one time, and use committee of the whole to relax this and allow members to speak multiple times to an item. Other's use Committee of the Whole to seek public feedback, and have a two way discussion with applicants and the public on items, which would not happen in the regular council meeting.

Once consistency is that the Committee of the Whole does not make decisions, other than making recommendations to Council.

For the Islands Trust, Committee of the whole could be used to have more informal discussions around issues, some of which may go to Council for a decision; other uses could be more about learning. The meeting procedures bylaw can be amended to include language that will allow Trust Council to move into Committee of the Whole at any time by resolution, and/or schedule a Committee of the Whole meeting at specific times. The bylaw can require that the meeting procedure rules still apply, with the exception that that Chair may ask another member to chair the Committee of the Whole, and by consent agree that rules of debate are relaxed to allow a better flow of ideas. The Chair of the Committee of the Whole would still maintain order.

Other than relaxing the rules of debate and interaction with the public, all other rules and procedures around Trust Council meetings would be observed, including (as examples) open and closed meeting requirements and procedures, quorum, minute taking, public notice, and public access to the meetings (such as streaming and recording open meetings).

Appropriate uses of the Committee of the Whole for Trust Council could include (but not limited to) the following:

- Workshop or session on specific issues such as the budget
- Learning sessions for education of Trust Council
- Discussion on items not yet on council agenda for decision
- Review of draft policy amendments
- Receiving input from the public, such as delegations and "Town Hall"
- Providing feedback to staff on drafts of various issues

The Committee of the Whole should then decide what to do with the information. This could be to rise and report to Trust Council on a recommendation, or to take no action and not advance it to Trust Council for a decision.

The meeting procedure bylaw should specify how Committee of the Whole meetings are scheduled, or how Trust Council can resolve itself into a Committee of the Whole. This could be simply at any time by resolution, and/or a specific time could be set aside for Committee of the Whole, which could be cancelled if there is no need for it. As Trust Council meets four times a year over three days each time, one of those days, or an afternoon could be set aside for the Committee of the Whole. Rather than specify in the bylaw specific times, Staff recommend using more flexible language to allow Trust Council to both set a time at a Trust Council meeting for Committee of the Whole, or to go into Committee of the Whole as required during a Trust Council meeting.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
No organizational implications other than reformat of Trust Council agendas

FINANCIAL:
No financial implications.

POLICY:
No policy implications.

IMPLEMENTATION/COMMUNICATIONS:
Updates to Islands Trust website to explain Committee of the Whole and its role would be required.

FIRST NATIONS:
No First Nations implications.

OTHER:
No other implications.

4 RELEVANT POLICY(S):
Trust Council Meeting Procedures Bylaw 101

5 ATTACHMENT(S):
Draft Trust Council Meeting Procedures amendment Bylaw 196

RESPONSE OPTIONS

Recommendation:
That Trust Council give Bylaw 196, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2024". First reading.

That Trust Council give Bylaw 196, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2024". Second reading.

That Trust Council give Bylaw 196, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2024". Third reading.

Alternative:
As directed by Trust Council.

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

Reviewed By/Date: **Executive Committee/January 31, 2024 and February 28, 2024**

ISLANDS TRUST COUNCIL

BYLAW NO. 196

****
A BYLAW TO AMEND THE ISLANDS TRUST COUNCIL MEETING PROCEDURES BYLAW
****

The Islands Trust Council, having jurisdiction in respect of the Trust Area in the Province of British Columbia pursuant to the *Islands Trust Act,* as amended, enacts as follows:

1. Islands Trust Council Meetings Procedures Bylaw, 2004 is amended as follows:

   a) By amending Section 1.1 by adding a new definition for "Committee of the Whole" following the definition for "Committee Chair" and before the definition for "Council" as follows:

      ""Committee of the Whole" means a quorum of Council convened in a less formal capacity than a Council Meeting to foster Public Engagement, to provide preliminary consideration of matters, and to make recommendations to Council."

   b) By adding a new "Part 10A Committee of the Whole" following "Part 10 Public Access" and before "Part 11 Committee Meetings" as follows:

      "PART 10A COMMITTEE OF THE WHOLE

      10A.1 Committee of the Whole membership shall be comprised of all Trust Council members.

      10A.2 Committee of the Whole allows all Trust Council members to sit as a Committee in a less formal structure to discuss complex issues that may require more in-depth consideration.

      10A.3 Committee of the Whole is not a decision-making entity and will consider and provide recommendations to Council such as, but not limited to, the following business items:

      - policy development;
      - Learning opportunities;
      - annual budget deliberations;
      - advocacy and strategies;
      - other matters that may require Trust Council's in-depth consideration and community input.

      10A.4 The Chair will be the Trust Council Chair or Acting Chair at the time of the meeting; the Committee of the Whole may appoint another Chair by general consent.

      10A.6 Trust Council may go into Committee of the Whole at any time during its meeting by passing a resolution to "resolve itself as a Committee of the Whole".

DRAFT

10A.7 Trust Council meeting procedures bylaw applies to Committee of the Whole, however, by general consent, the Committee of the Whole may relax any limits of discussion.

10A.8 No decisions in Committee of the Whole are made but motions are permitted to request information or to report on or refer items to Trust Council or another Committee.

10A.9 Committee of the Whole is adjourned or returned to Trust Council by General Consent of Committee of the Whole."

"

2. This Bylaw may be cited for all purposes as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2024".

READ A FIRST TIME THIS DAY OF , 2024

READ A SECOND TIME THIS DAY OF , 2024

READ A THIRD TIME THIS DAY OF , 2024

ADOPTED THIS DAY OF , 2024

_____ _____

SECRETARY CHAIR

DRAFT

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 13, 2024
From:	Director, Legislative Services	**Date Prepared:**	February 14, 2024

SUBJECT: **Islands Trust Council Records Management System Bylaw No. 195**

RECOMMENDATION:

1. **That Islands Trust Council Bylaw 195, cited as the "Islands Trust Council Records Management System Bylaw, 2024", be Read a First Time.**
2. **That Islands Trust Council Bylaw 195, cited as the "Islands Trust Council Records Management System Bylaw, 2024", be Read a Second Time.**
3. **That Islands Trust Council Bylaw 195, cited as the "Islands Trust Council Records Management System Bylaw, 2024", be Read a Third Time.**

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

Trust Council's adoption of an updated Records Management Bylaw that is consistent with current best practices as provided by the Local Government Management Association (LGMA) will provide the framework for transition to a new records management system that will meet the expected standards for local governments in British Columbia.

---

1 **PURPOSE:**

To update Trust Council records management bylaw to reflect current best practices and standards.

2 BACKGROUND:

Public bodies in British Columbia are required to manage their recorded information in ways that promote transparency and openness and must make records accessible to the public in accordance with provincial legislation. This provincial legislation includes: *Freedom of Information and Protection of Privacy Act* (FOIPPA), the *Local Government Act*, the *Assessment Act*, and *Community Charter,* to name a few. Underlying such legislation is an expectation that local governments have an established record information management program.

Since 1994, local governments in British Columbia have had to comply with FOIPPA. Effective records management practices will assist local governments with compliance under FOIPPA; this includes use of specific retention periods, properly applied to all records, in all recorded formats and effective written policies governing the use of electronic mail or "e-mail".

In 2008 Islands Trust developed a centralized filing system based on the Local Government Management Association (LGMA) records management scheme, tailored to reflect the business and functions of Islands Trust. A classification system was compiled by a consultant following in-depth discussion with Trust staff from all three offices and was finalized in 2009.

Islands Trust Records Management Bylaw No. 144, 2011 was created using LGMA Records Management Manual for Local Government Organizations Third Edition, 2006 as a basis.

In 2016, the international and Canadian standards used by the LGMA in developing guidance to local governments were significantly updated and replaced. The LGMA subsequently updated their guidance to the current fifth edition to reflect these changes.

Draft Bylaw 195 is an updated records management bylaw to reflect the current recommendations and guidelines. The major change is that the bylaw specifies what must be included in the manual that must be created and maintained by the Secretary.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Staff time will be required to review and update Trust Council Records Management System Policy and to draft an administrative procedures manual.

FINANCIAL:
There are no direct financial implications in Trust Council endorsing the bylaw to establish and authorize the Islands Trust records management and classification system. Funds have been budgeted in the 2024/25 to the current records management system. Staff will bring business cases forward, as necessary, for future fiscal years to support improvements to the records management system, including moving towards an electronic document management system.

POLICY:
No implications to Trust Council Policy.

IMPLEMENTATION/COMMUNICATIONS:
Updated records management manual, and information to staff, trustees and public through appropriate channels as required.

FIRST NATIONS:
There are no First Nations implications to the recommendations.

OTHER:
There are no other implications to the recommendations.

4 RELEVANT POLICY :

- Islands Trust Regulation (s.11)
- *Local Government Act* (s.198)
- *Community Charter* (s.95 and s.97)
- *Freedom of Information and Protection of Privacy Act*.

5 ATTACHMENT:

Islands Trust Council Records Management System Bylaw No. 195

RESPONSE OPTIONS

Recommendation:

1. That Islands Trust Council Bylaw 195, cited as the "Islands Trust Council Records Management System Bylaw, 2024", be Read a First Time.
2. That Islands Trust Council Bylaw 195, cited as the "Islands Trust Council Records Management System Bylaw, 2024", be Read a Second Time.
3. That Islands Trust Council Bylaw 195, cited as the "Islands Trust Council Records Management System Bylaw, 2024", be Read a Third Time.

Alternative:

Not proceed with the adoption of Bylaw No. 195. This would result in the existing bylaw remaining in effect.

Prepared By: **Robert Barlow, Legislative Services Clerk**

Reviewed By/Date: **David Marlor, Director, Legislative Services/February 9, 2024**

ISLANDS TRUST COUNCIL

BYLAW NO. 195

****

A Bylaw to establish and provide for the Islands Trust Records Management System

****

Contents

WHEREAS Islands Trust Council has jurisdiction under the *Islands Trust Act*;

WHEREAS pursuant to section 11 of the Islands Trust Regulation (B.C. Reg. 119/90) under the *Islands Trust Act*, R.S.B.C. 1996, c. 239, specified provisions of the *Local Government Act*, R.S.B.C. 1996, c. 323 and Community Charter, S.B.C. 2003, c. 26, apply to the operations of the trust bodies under the *Islands Trust Act*;

AND WHEREAS pursuant to section 198 of the *Local Government Act*, the Secretary under the *Islands Trust Act* is responsible for the preparation, maintenance, access and safe preservation of records of the business of the trust bodies under the *Islands Trust Act*;

AND WHEREAS pursuant to sections 95 and 97 of the *Community Charter*, the trust bodies under the *Islands Trust Act* must make available for public inspection certain of its records;

AND WHEREAS the Islands Trust Council desires to manage and maintain the Records Management System;

NOW THEREFORE the Islands Trust Council enacts as follows:

CITATION

1. This bylaw may be cited for all purposes as “Islands Trust Council Records Management System Bylaw, 2024”

INTERPRETATION

2. In this bylaw:

   "Designated Officer" means the Secretary pursuant to section 11 of the Islands Trust Regulation (B.C. Reg. 119/90) under the *Islands Trust Act*, or delegate, who is designated and authorized to act on behalf of Islands Trust to manage and maintain the records management system;

   "Islands Trust" means all corporate bodies established under the *Islands Trust Act*;

   "Record" includes books, documents, maps, drawings, photographs, letters, emails, vouchers, papers and any other thing on which information is recorded or stored by graphic, electronic, mechanical or other means, but does not include a computer program or any other mechanism that produces records;

   "Records Management System" includes a system used by Islands Trust to manage the records of Islands Trust from record creation through to records disposal.

RECORDS MANAGEMENT SYSTEM ESTABLISHED

3. The Records Management System currently used by Islands Trust is authorized.

COMPLIANCE WITH RECORDS MANAGEMENT SYSTEM

4. All records in the custody and control of the employees of Islands Trust are the property of Islands Trust. All records of Islands Trust must comply with this Records Management System and this bylaw. All employees, management, service providers and volunteers of Islands Trust must comply with this bylaw.

DESIGNATED OFFICER

5. The Designated Officer is responsible for the management and maintenance of the records management system. The Designated Officer is authorized to manage, maintain and amend the Records Management System.

MANUAL OF PROCEDURES AND POLICY

6. The Designated Officer is authorized to create and maintain a manual of procedures and policy (the "Manual"). Records of Islands Trust are created, accessed, maintained and disposed of only as provided by the Manual.

7. The Manual must provide for management of the records of Islands Trust and include provisions regarding:
    1. the making, receiving and capturing and organization of records, including records not authorized for creation;
    2. the collection of records, including records not authorized for collection;
    3. access to records;
    4. disclosure of records;
    5. maintenance of records;
    6. managing records;
    7. using records;
    8. retention of records;
    9. security of records, including protection;
    10. storage of records;
    11. preservation of records;
    12. disposal of records, including destruction; and
    13. any other matter(s) the Designated Officer authorizes to be included in the Manual.

INTEGRITY AND AUTHENTICITY MAINTAINED

8. The Records Management System must maintain the integrity and authenticity of records made or kept in the usual and ordinary course of business.

COMPLIANCE WITH LAW

9. The Records Management System must comply with the Manual, applicable laws and any provincial, national or international standards adopted for use and contained in the Manual.

RECORDS RETENTION SCHEDULE

10. The records retention schedule must prescribe the period of time that records are kept to meet the operational, legal, regulatory, financial or other requirements of Islands Trust (the "Records Retention Schedule"). The Records Retention Schedule must also provide instructions as to the manner and time of the disposition of a record. The Designated Officer is designated and authorized to prepare, review, amend and manage the Records Retention Schedule.

DISPOSAL ORDERED BY DESIGNATED OFFICER

11. When the Designated Officer determines that the retention period for a given record described in the Records Retention Schedule has ended, the Designated Officer may order the record to be destroyed or otherwise disposed of in accordance with the instructions in the Records Retention Schedule.

SEVERABILITY

12. If any section, subsection, paragraph, subparagraph or clause of the Records Management System Bylaw is for any reason held to be invalid by the decision of any court of competent jurisdiction, such decision does not affect the validity of the remaining portions of the Records Management Bylaw.

COMING INTO EFFECT

13. The Islands Trust Council Records Management System Bylaw, 2024 comes into effect upon adoption.

REPEAL

14. "Islands Trust Records Management Bylaw No. 144, 2011" is repealed upon adoption of this Bylaw.

READ A FIRST TIME THIS	__	DAY OF	MARCH	, 2024
READ A SECOND TIME THIS	__	DAY OF	MARCH	, 2024
READ A THIRD TIME THIS	__	DAY OF	MARCH	, 2024
ADOPTED THIS	__	DAY OF	MARCH	,2024

_____ _____

SECRETARY CHAIR

DRAFT Islands Trust Council Schedule

June 18-20, 2024

Tuesday, June 18	Wednesday, June 19	Thursday, June 20
10:00 **Executive Committee Meeting**	8:30 **Administrative Services** Consent Agenda Items Decision/Discussion Items Financial Planning Commitee Work Program	8:30 **Closed Meeting** Public are welcome to attend all sessions excluding the Closed Meeting **Rise and Report**
12:00 Lunch	**10:30 Break**	**9:30 Break**
1:00 **Land Acknowledgement** **Call to Order and Approval of Agenda** **General Business Arising** Consent Agenda Item(s) Adoption of Minutes Resolution Without Meeting Trust Council Follow-up Action List	10:45 **Local Planning Services** Consent Agenda Item(s) Decision/Discussion Items Local Planning Services Work Program	9:45 **Disposition of Delegations** **Correspondence** 10:30 **New Business** Trustee-Initiated Requests for Decision
1:15 **Trustee Roundtable** Emerging issues and island updates		11:15 **Trustee Updates about Working in Cooperation with Others** Atl'ka7tsem/Howe Sound Biosphere Region Baynes Sound/Lambert Channel Ecosystem Forum Southern Gulf Islands Forum Salt Spring Island Watershed Protection Alliance (SSIWPA) VICC Climate Leadership Steering Committee Snaw-naw-as Nation/ Islands Trust Joint Working Group First Nations Relations Shellfish Aquaculture Management Advisory Committee Freighter Anchorages/Oceans Protection Plan Update BC Ferries Advisory Committees **Priorities Chart** **September Trust Council Draft Schedule**
3:00 Break	**12:00 Lunch**	
3:15 **Executive** Council Work Program Executive Committee Work Program Governance Committee Report	1:00 **Delegations/Public Comment**	
4:15 **Trust Area Services** Consent Agenda Items Decision/Discussion Items Trust Programs Committee Work Program Islands Trust Conservancy Work Program	2:00 **Sessions/Speakers**	
	3:00 Break	12:00 **Adjournment (approx.)**
5:30 Adjourn for the Day (approx.)	**5:30 Adjourn for the Day (approx.)**	

*times are provided for information and may vary

Visit the meeti
https://islandstrust.bc.ca/event/trust-council-quarterly-meeting-2/
~ to view the agenda package

~ to join the meeting electronically, view livestream or attend by phone-in

DRAFT

Islands Trust

Island Trust Council
Active Projects Chart

Print Date: February 23, 2024

Islands Trust Council Goals	Executive Committee	Islands Trust Conservancy
1. Preserve, protect and advocate for forest and terrestrial ecosystems. 2. Protect quality and quantity of fresh water resources of the Trust Area. 3. Mitigate and adapt to climate change impacts. 4. Improve community engagement and participation in Islands Trust work. 5. Strengthen housing affordability throughout the Islands Trust Area.	1. Update Islands Trust Policy Statement 2. First Nations Reconciliation 3. Provincial Funding Strategy 3. Request for Provincial Review 4. Strategic Planning 5. Communications	1. Strategic Planning/Administration 2. Covenant and Property Acquisitions 3. Property and Covenant Management 4. Communications 5. Fundraising and Conservancy Support
Financial Planning Committee	**Regional Planning Committee**	**Trust Programs Committee**
1. Finalize 2024/25 Budget and 5-year Financial Plan Bylaw 2. Annual Financial Statements & Audit: Islands Trust and Islands Trust Conservancy 3. Financial Policy Review	1. Bylaw Compliance and Enforcement Review 2. Implement the Housing Strategic Action Plan 3. Implement the Fresh Water Sustainability Strategy	1. Policy Statement Amendment Project 2. Stewardship Education Program 3. Secretariat Role to Forums within the Trust Area

Northern Islands
Denman, Gabriola, Gambier, Hornby, Lasqueti, Thetis

Denman Island
- Major Project - Denman Housing Review Project - Stage 2
- Minor Project - Farming Regulations Review Project

Gabriola Island
- Minor Project - Develop Ecological Protection Zone
- Major Project - Gabriola Island Comprehensive OCP and LUB Review

Gambier Island
- Major Project - Gambier OCP & LUB Targeted Review
- Minor Project - Marine General Zone Amendment
- Minor Project - Keats Island Shoreline Protection Project - Phase 3

Northern Islands
Denman, Gabriola, Gambier, Hornby, Lasqueti, Thetis

Hornby Island
- Major Project - Comprehensive OCP Review
- Minor - Advocacy, Policy

Lasqueti Island
- Minor Project - Official Community Plan / Land Use Bylaw Review
- Minor Project - Amend the Meeting Procedures Bylaw

Thetis Island
- Minor Project - Un-zoned Marine Areas
- Minor Project - Shoreline and Coastal Protection Community Consultation Project

Southern Islands
Galiano, Mayne, North Pender, South Pender, Saturna

Galiano Island
- Groundwater Sustainability

Mayne Island
- Housing Options Project - Phase 2
- Minor LUB Review

North Pender Island
- Major project - Housing Access and Affordability Project
- Minor project - Update of Raptors Nest DPAs

Saturna Island
ALR Exclusion / Inclusion

South Pender Island
- Minor LUB Review Project

Salt Spring
Ballenas-Winchelsea, Salt Spring Island

Salt Spring Island
- OCP-LUB Update
- Ganges (Shiya'hwt/Syowt) Village Planning
- Water Sustainability - coordinate multiple jurisdictions in planning for water sustainability and watershed protection.

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

Updated January 16, 2024

>>>>>>URGENCY >>>>>>>>

NOT IMMEDIATE but IMPORTANT * Election of Executive Committee * Committees - clear mandates/ size & numbers/ champion proposals to TC * Mandate of Conservancy more prominent * Compensation	**URGENT and HIGH PRIORITY** * Strategic/Corporate Planning/Visioning process and related operational review * Response to the province * Meeting process (bylaw 101 & policies) * Secretariat/hiring in-house legal counsel - needs research
NOT IMMEDIATE and LOWER PRIORITY * Info to candidates before election * Recording of negative votes (forward to Executive Committee)	**URGENT but LOWER PRIORITY** * Communications * Advocacy (NOTE: these items considered urgent but need more preparation of other policies before effective to deal with)

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: February 15, 2024

Operational Projects

Local Government Development Approvals Program

Numerous staff are currently validating the Cityview software. The process of validation is extensive and involves many staff hours. All validation and end user training will be completed by March 29, 2024. Going live for public use is scheduled mid April. Communications are currently being developed.

Salt Spring Office Relocation

The Salt Spring Island Office has been given notice that the office lease will be terminated effective July 2024. Staff provided the Financial Planning Committee with a third version of a business case that includes more roubst information about the process for purchasing a site. It is now anticpated that the Salt Spring Island community will be without in person service for an undetermined amount of time as equipment and furniture will need to be stored offsite and staff work locations determined.

Bylaw Compliance and Enforcement Project

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. The Regional Planning Committee has provided it's input to a project charter and work plan which is on the Trust 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 differs between the three Islands Trust offices
- Administrative staff are increasingly able 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 consistently.
- Trust Council approved funding for two new administrative positions (one permanent (Executive Administrative Assistant, and one temporary Meeting Administrator). The Meeting Adminstrator resigned shortly after being hired. Staff are following up with candidates who were placed on an eligibility list to fill the position.

Regional Planning Committee Projects

Regional Planning Committee

The Regional Planning Committee (RPC) held an electronic regular business meeting February 16, 2024 (see agenda package here). The RPC recommended that Trust Council approve the following three top priorities:

1. **Implement the Housing Strategic Action Plan (HSAP)**
    - Trust Council approved the HSAP in December 2023. The plan includes a detailed implementation plan which will be reviewed regularly at RPC with updates to Trust Council.
    - RPC approved the amended Housing Needs Report business case using grant funding to update all LTC Housing Needs Reports in the next fiscal period.

2. **Implement the Fresh Water Sustainability Strategy (FWSS)**
    - Trust Council received the FWSS in December 2021. Work on the FWSS has been ongoing since. The RPC has requested staff to "draft an Imlementation Plan that defines the roles and responsibilities of the RPC, Trust Programs Committee, Trust Council and key staff that is operationalized through multi-year work plans, budget requests, and program-specific implementation plans."

3. **Bylaw Compliance and Enforcement Review**
    - The Regional Planning Committee has provided it's input to a project charter and work plan which is on the Trust Council agenda. The proposed project charter and work plan would allocate staff resources over the next fiscal period to draft the requested changes to policies and procedures. RPC will guide the process and regularly inform Trust Council.

Other Regional Planning Committee work:

- **Annex 1 of the Governance Review Report (2022).** RPC has requested a special business meeting to discuss the Planning review section (Annex 1) of the Governacne Review completed in 2022. The briefing provided by staff to the RPC was also given to the Governance Committee. A special meeting date has not yet been scheduled.

- **Screening Local Trust Committee projects**. A briefing was provided with tools drafted to help assess the health of OCPs and land use bylaws. An evaluation matrix was also provided to assist the RPC in prioritizing which OCPs and land use bylaws require updating. The RPC further discussed major project funding options. This work remains ongoing.

- **Short Term Rentals.** RPC has requested staff to provide information about the implications for LTCs regarding the loss of legal non-conforming status to Short Term (vacation) Rentals. This work can be delivered via the Bylaw Compliance and Enforcement team.

- **Shoreline Protection.** RPC considered a briefing about shoreline protection. This issue was placed as a potential future project.

- **Montreal Pledge COP15 Biodiversity Framework.** The RPC reconsidered this issue. No decisions wre made.

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	Analysis	On-going
RPC	Freshwater Sustainability Strategy Implementation	Analysis and Implementation	On-going
RPC	Housing Strategic Action Plan	Implementation	On-going
RPC	Bylaw Compliance and Enforcement	Initiation	On-going

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 up to 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 Review (targeted)	Analysis	On-going
MA	Minor LUB Amendments	Analysis	On-going
NP	Groundwater	Completed	Completed
NP	Raptor Nest DPA update	Analysis	On-going

SA	Fees Bylaw	Legislative	On-going
SA	ALR exclusion application (Cost Recovery)	Submitted to ALR	On-going
SP	LUB Amendment	Analysis	On-going
SS	Housing Action Program	Legislative	On-going
TH	LUB Amendment - Unzoned Marine Area	Pre-project	Pending

These projects have been allocated all available funding and resources.

Current Planning (applications, referrals, and enquiries)

Planning Services opened 131 new applications and referrals in the third quarter (Q3) of the 2023/24 fiscal year (Figure 1). The volume of new applications closely matches the high volumes seen during COVID-19 which indicates the temporary slow down in development seen last year is over. Staff are expecting a very busy year of development activities.

Figure 2 shows applications opened in Q3 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.

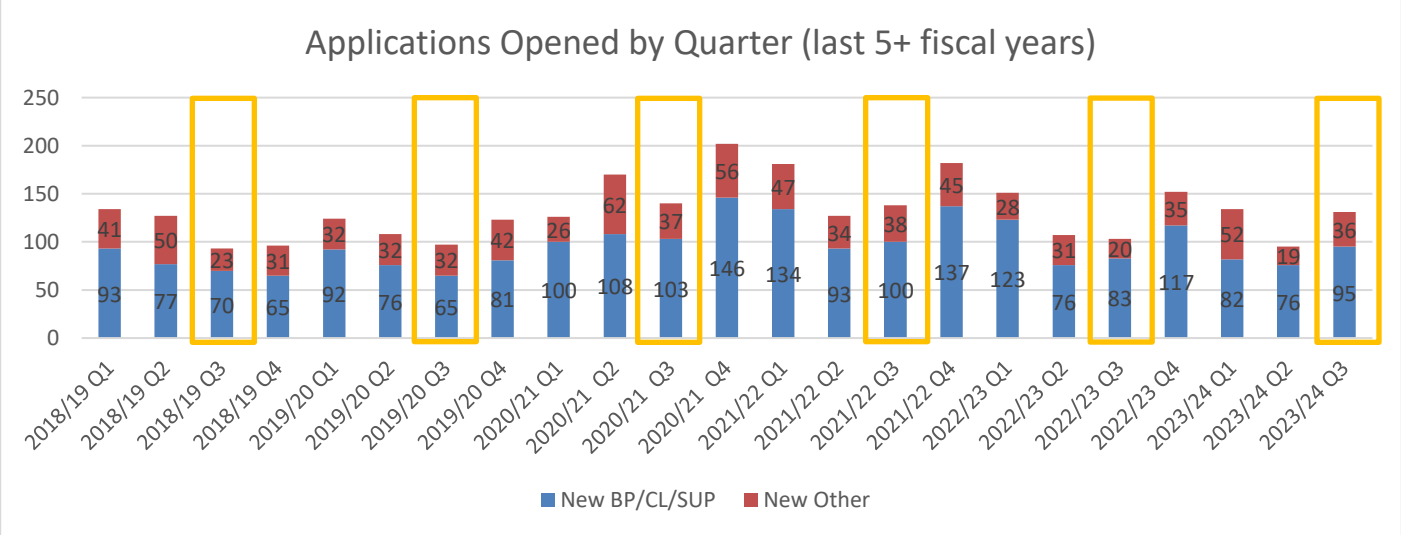


Figure 1 Applications Opened by Fiscal Quarter (last 5+ fiscal years) (yellow boxes are to more easily compare Q3s)

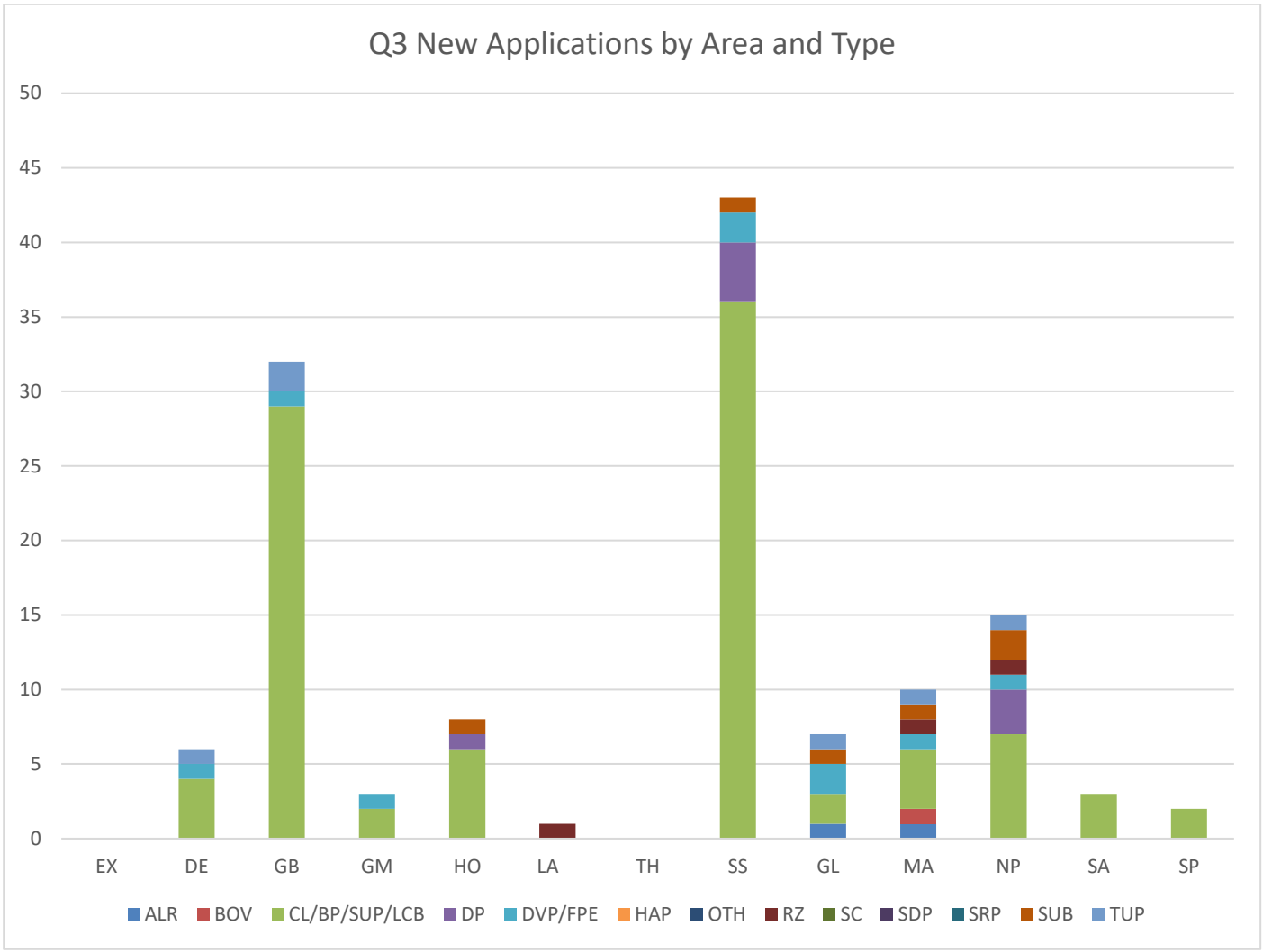


Figure 2 2023/24 Q3 Applications and Referrals by Area and Type

Legend	
ALR	Agricultural Land Reserve
BOV	Board of Variance
CL/BP/SUP/LCB	Crown Lease/Building Permit/Siting Use Permit/Liquor and Canabis Board
DP	Development Permit
DVP/FPE	Development Variance Permit / Flood Plain Exemption
HAP	Heritage Area Permit
OTH	Other
RZ	Rezoning (includes OCP amendments)
SC	Strata Conversion
SDP	Soil Deposit Permit
SRP	Soil Registration Permit
SUB	Subdivision
TUP	Temporary Use Permit

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	March 12, 2024
From:	**Warren Dingman, Bylaw Compliance and Enforcement Manager**	**Date Prepared:**	February 22, 2024
SUBJECT:	**Bylaw Enforcement Statistical Reports**		

PURPOSE:

This report summarizes the number and type of bylaw enforcement files for 2023, and a summary of bylaw violation notices issued, and adjudication hearing outcomes for 2023.

BACKGROUND:

There were 591 open files at the end of 2023. Files for short-term vacation rentals (STVR) remain the most significant number at 153, and then 105 files for non-permitted dwellings, followed by 92 files for siting contraventions. The attachments provide statistics on the number and type of files by Local Trust Area.

For the year, 12 percent of the total files received a bylaw violation notice. By region, there were 44 Bylaw Violation Notices (BVNs) were issued for 16 files in the Northern Local Trust Areas (LTA), and 5 compliance agreements signed; 80 BVNs for 22 files in the Southern LTAs, and with no compliance agreements signed; and for Salt Spring, 108 BVNs issued for 34 files, and 4 compliance agreements were signed. A total of $10,475 in penalties were collected from April 1 to December 31, 2023 and $8,625 in debt was registered against 6 property titles.

There were 6 adjudication hearing days held, involving 16 separate files, or less than 3 percent of the total numbers of files open, and one matter was adjourned as the disputant wished to consider compliance options on the advice of council instead of proceeding with a hearing. There were 5 BVNs that were upheld and 24 cancelled. These results are atypical from the adjudication results from previous years where 86 percent of BVNs were upheld.

ATTACHMENT(S):

1. Bylaw Enforcement Tables and Charts:
    a. Open Files
    b. Closed files
    c. New Files
    d. Contravention type
    e. Length of time

Prepared By: **Warren Dingman, Bylaw Compliance and Enforcement Manager**

Reviewed By/Date: **Stefan Cermak, Director of Planning Services / February 22, 2024**

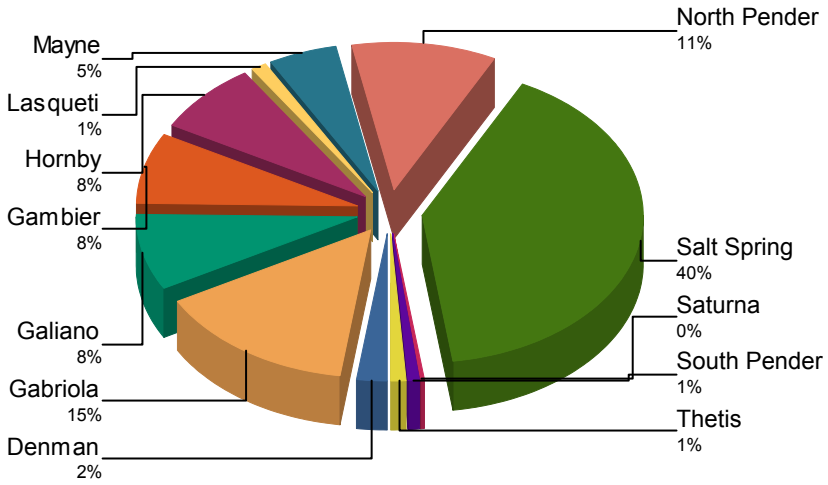
Islands Trust

Bylaw Enforcement - Open Files as of December 31, 2023

Local Trust Area	2020		2021		2022		2023		2023 Q1		2023 Q2		2023 Q3		2023 Q4*	
	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%
Denman	21	5%	22	4%	21	3%	13	2%	14	2%	16	2%	13	2%	13	2%
Gabriola	49	11%	84	15%	79	13%	87	15%	87	14%	94	14%	90	15%	87	15%
Galiano	51	12%	48	9%	51	8%	50	8%	46	8%	52	8%	52	9%	50	8%
Gambier	24	5%	23	4%	42	7%	45	8%	44	7%	46	7%	45	8%	45	8%
Hornby	32	7%	37	7%	41	7%	47	8%	49	8%	51	8%	47	8%	47	8%
Lasqueti	7	2%	7	1%	6	1%	6	1%	6	1%	6	1%	6	1%	6	1%
Mayne	20	5%	20	4%	26	4%	29	5%	32	5%	34	5%	29	5%	29	5%
North Pender	62	14%	70	13%	72	12%	63	11%	72	12%	78	12%	62	11%	63	11%
Saturna	4	1%	3	1%	2	0%	2	0%	1	0%	2	0%	2	0%	2	0%
South Pender	5	1%	6	1%	7	1%	4	1%	4	1%	4	1%	3	1%	4	1%
Salt Spring	158	36%	217	40%	251	41%	238	40%	250	41%	261	40%	233	40%	238	40%
Thetis	5	1%	6	1%	7	1%	7	1%	6	1%	7	1%	7	1%	7	1%
TOTAL	438	100%	543	100%	605	100%	591	100%	611	100%	651	100%	589	100%	591	100%

*2023 Q4 refers to the time that passed between the beginning of Q4 and December 31, 2023

Open Files in 2023



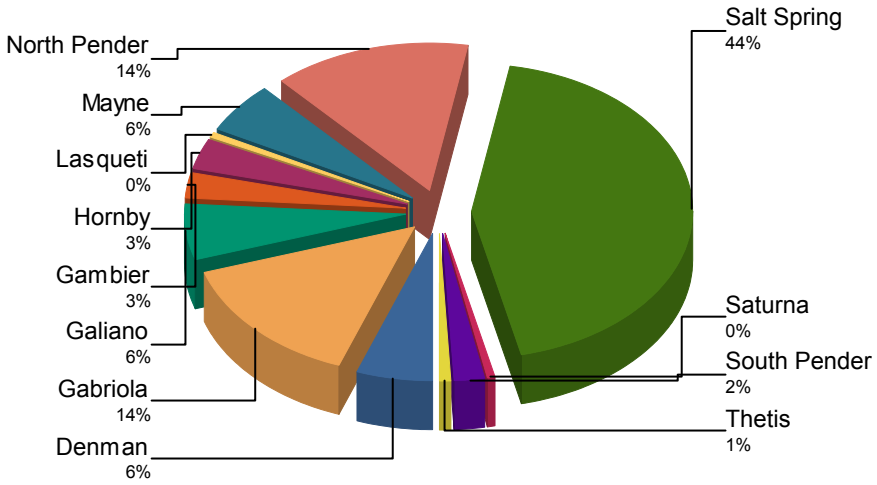
Print Date: February 6, 2024

Bylaw Enforcement - Closed Files as of December 31, 2023

Local Trust Area	2020		2021		2022		2023		2023 Q1		2023 Q2		2023 Q3		2023 Q4*	
	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%
Denman	6	4%	10	5%	1	1%	13	6%	7	14%	9	13%	1	1%	2	2%
Gabriola	29	20%	27	12%	32	24%	33	14%	1	2%	8	12%	11	14%	17	15%
Galiano	14	9%	26	12%	9	7%	14	6%	7	14%	2	3%	2	3%	5	5%
Gambier	6	4%	9	4%	1	1%	6	3%	0	0%	3	4%	1	1%	2	2%
Hornby	11	7%	7	3%	3	2%	8	3%	0	0%	2	3%	2	3%	6	5%
Lasqueti	0	0%	1	0%	1	1%	1	0%	1	2%	0	0%	0	0%	0	0%
Mayne	4	3%	10	5%	7	5%	13	6%	4	8%	3	4%	2	3%	6	5%
North Pender	17	11%	12	5%	24	18%	33	14%	8	16%	4	6%	10	13%	19	17%
Saturna	5	3%	2	1%	2	2%	1	0%	0	0%	1	1%	0	0%	0	0%
South Pender	3	2%	2	1%	0	0%	5	2%	0	0%	4	6%	0	0%	1	1%
Salt Spring	50	34%	115	52%	51	39%	100	44%	20	41%	32	46%	51	64%	52	47%
Thetis	3	2%	1	0%	1	1%	2	1%	1	2%	1	1%	0	0%	0	0%
TOTAL	148	100%	222	100%	132	100%	229	100%	49	100%	69	100%	80	100%	110	100%

*2023 Q4 refers to the time that passed between the beginning of Q4 and December 31, 2023

Closed Files in 2023



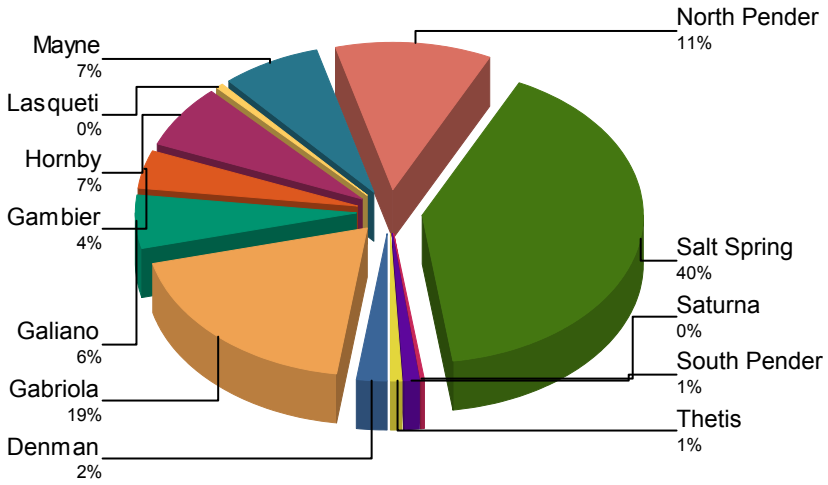
Print Date: February 6, 2024

Bylaw Enforcement - New Files as of December 31, 2023

Local Trust Area	2020		2021		2022		2023		2023 Q1		2023 Q2		2023 Q3		2023 Q4*	
	New	%	New	%	New	%	New	%	New	%	New	%	New	%	New	%
Denman	12	5%	11	3%	0	0%	5	2%	1	2%	4	4%	2	2%	0	0%
Gabriola	46	18%	62	19%	27	14%	41	19%	7	11%	23	24%	18	20%	11	23%
Galiano	14	6%	23	7%	12	6%	13	6%	2	3%	3	3%	7	8%	3	6%
Gambier	10	4%	8	2%	20	10%	9	4%	3	5%	3	3%	4	5%	0	0%
Hornby	23	9%	12	4%	7	4%	15	7%	3	5%	9	9%	5	6%	3	6%
Lasqueti	1	0%	1	0%	0	0%	1	0%	0	0%	1	1%	0	0%	0	0%
Mayne	10	4%	10	3%	13	7%	16	7%	9	14%	11	11%	3	3%	2	4%
North Pender	38	15%	20	6%	26	13%	25	11%	9	14%	10	10%	10	11%	5	10%
Saturna	3	1%	1	0%	1	1%	1	0%	0	0%	0	0%	1	1%	0	0%
South Pender	7	3%	3	1%	1	1%	2	1%	0	0%	1	1%	0	0%	1	2%
Salt Spring	84	34%	176	53%	86	44%	88	40%	30	47%	30	31%	37	42%	23	48%
Thetis	1	0%	2	1%	2	1%	2	1%	0	0%	1	1%	1	1%	0	0%
TOTAL	249	100%	329	100%	195	100%	218	100%	64	100%	96	100%	88	100%	48	100%

*2023 Q4 refers to the time that passed between the beginning of Q4 and December 31, 2023

New Files in 2023



Print Date: February 6, 2024

Islands Trust

Bylaw Enforcement Open Files by ContraventionType as of December 31, 2023

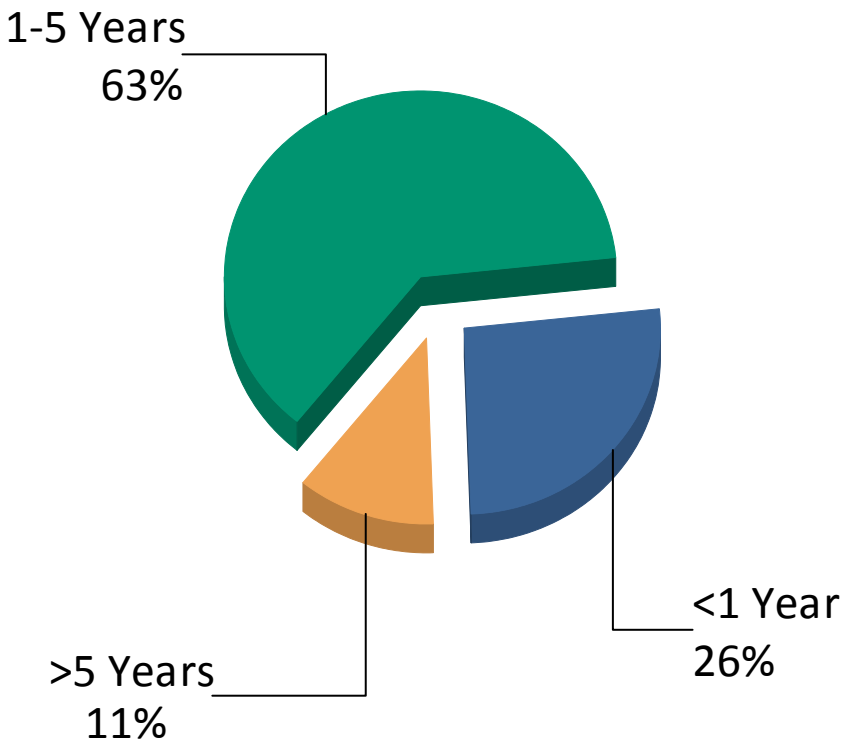
	Contravention Type											
	LTC	Development Permit	Foreshore	Home Occupation	Siting	Soil Bylaw	STVR	Unenclosed Vehicle	Non-Permitted Dwelling	Density	Other Land Use	TOTALS	Percentage
Denman	1	2	0	4		6	0	0	0	0	13	2%
Ballenas-Winchelsea	0	0	0	0		0	0	0	0	0	0	0%
Gabriola	5	13	1	6		13	15	20	0	14	87	15%
Galiano	9	0	0	12		13	0	9	1	6	50	8%
Gambier	3	4	2	31		1	1	1	0	2	45	8%
Hornby	1	0	2	9		15	0	11	1	8	47	8%
Lasqueti		0	0	0		0		1	1	4	6	1%
Mayne	0	1	1	5		6		3	0	10	29	5%
North Pender	13	2	1	1		10	12	16	0	7	62	11%
Salt Spring	32	3	7	21	7	88	3	42	1	33	237	40%
Saturna	0	0	0	0		0	0	1	0	1	2	0%
South Pender	0	0	0	1		0	1	0	0	2	4	1%
Thetis		1	0	2		1	0	1	0	2	7	1%
TOTAL	64	26	14	92	7	153	35	105	4	89	589	100%
Percentage	11%	4%	2%	16%	1%	26%	6%	18%	1%	15%	100%	

Islands Trust

Bylaw Enforcement
Length of Time Files Have Been Open
As Of December 31, 2023

Local Trust Area	<1 Year	1-5 Years	>5 Years	Total
Denman	3	6	4	13
Ballenas-Winchelsea	0	0	0	0
Gabriola	26	57	4	87
Galiano	11	28	11	50
Gambier	9	30	6	45
Hornby	14	23	10	47
Lasqueti	1	3	2	6
Mayne	12	14	3	29
North Pender	12	45	6	63
Salt Spring	61	158	19	238
Saturna	1	1	0	2
South Pender	2	2	0	4
Thetis	2	3	2	7
TOTAL	154	370	67	591
Percentage %	26%	63%	11%	

Age of File



Print Date: February 6, 2024

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 12, 2024
From:	Director, Planning Services	**Date Prepared:**	February 20, 2024
SUBJECT:	Bylaw Compliance and Enforcement Review		

RECOMMENDATION: That Trust Council approve Bylaw Compliance and Enforcement Review Project Charter V1.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The purpose of the project, as amended by the Regional Planning Committee, is to resolve bylaw enforcement matters efficiently and with minimal conflict by reviewing and amending Islands Trust Bylaw Enforcement policies and procedures to be administratively fair, reasonable and transparent with the aim of restoring public confidence.

---

1 PURPOSE:

To approve Regional Planning Committee's Work Plan and Project Charter for implementation of the recommendations of the Bylaw Compliance and Enforcement report prepared by the Office of the Ombudsperson.

2 BACKGROUND:

At the September 2023 meeting, Trust Council received a presentation and report from the Office of the Ombudsperson reviewing and providing recommendations on bylaw enforcement policies and practices. Trust Council adopted the following resolutions:

"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."

"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."

At the February 16th meeting, Regional Planning Committee (RPC) received, amended, and endorsed a Project Charter and Work Plan (please see attachments). RPC also amended its work program to identify this project as a Top Priority. The scope of work is to review, assess and implement the recommendations of Ombudsperson's report through changes to Trust Council policies, Bylaw Enforcement practices and procedures, and implement changes through staff training and regular communications. The project timeline anticipates three meetings for RPC to deliberate and review revisions to policy and procedures and final recommendations for policy amendments to Trust Council in December.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Staff resources will be applied delivering the project as per the attached project charter and workplan. The Regional Planning Committee has recommended that Trust Council endorse the Bylaw Compliance and Review project as one of its' top three priorities.

FINANCIAL:
RPC amended the Project Charter to include a legal review. The cost has not been included in the project charter. The costs and approval of a legal review would be subject to later approval.

POLICY:

- Bylaw Compliance and Enforcement Policy 5.5.1
- Bylaw Compliance and Enforcement Best Practices and Procedures
- Handling of Administrative Fairness Complaints Policy 7.1.2

IMPLEMENTATION/COMMUNICATIONS:
RPC has requested that communications are regularly updates to the Islands Trust website.

FIRST NATIONS:
First Nations have not been specifically addressed in this report.

OTHER:

4 RELEVANT POLICY(S):

- Bylaw Compliance and Enforcement Policy 5.5.1
- Bylaw Compliance and Enforcement Best Practices and Procedures
- Handling of Administrative Fairness Complaints Policy 7.1.2

5 ATTACHMENT(S):

1. Bylaw Enforcement Review Project Charter and Work Plan

RESPONSE OPTIONS

Recommendation:
That Trust Council approve Bylaw Compliance and Enforcement Review Project Charter V1.

Alternative:
That Trust Council amend the Bylaw Compliance and Enforcement Review Project Charter by:
[list amendments], and that That Trust Council approve Bylaw Compliance and Enforcement Review Project Charter V1 as amended.

Prepared By: Stefan Cermak, Director, Planning Services

Reviewed By/Date: Russ Hotsenpiller, February 21, 2024

Bylaw Enforcement Review - **Charter** v1

Regional Planning Committee (RPC) RPC Endorsement Date: 02-16-2024

Purpose: *To resolve bylaw enforcement matters efficiently and with minimal conflict by reviewing and amending Islands Trust Bylaw Enforcement policies and procedures to be administratively fair, reasonable and transparent with the aim of restoring public confidence.*

Background: *Islands Trust Council requested that the Office of the Ombudsperson undertake a review of enforcement policies and practices and provide recommendations at the March 2023 Trust Council meeting. In August 2023 the Office of the Ombudsperson's Consultation and Training Team submitted the 'Voluntary Consultation on Bylaw Enforcement Policies and Practices within the Islands Trust' report. At the September 2023 Trust Council meeting directed that the recommendations of the report be implemented, that staff develop a work and project charter and was referred to the Regional Planning Committee.*

Deliverables

- *Revisions to Bylaw Compliance and Enforcement Policy 5.5.1*
- *Revisions to the Handling of Administrative Fairness Complaints Policy 7.1.2*
- *Revisions to Bylaw and Enforcement Best Practices and Procedures Manual ('the Manual')*
- *A public Bylaw Complaints and Enforcement document*
- *Updates and revisions to Bylaw Enforcement forms, templates and documents*
- *Training and information for Bylaw Enforcement Officers and other relevant staff*
- *Communications team work with planning staff to post regular Bylaw Compliance Review project updates to Islands Trust website.*

In Scope

- *Review the Report, compile recommendations*
- *Review current Trust Council policies*
- *Review the Manual*
- *Compile and review all LTC bylaw enforcement standing resolutions and policies*
- *Review selected policies of other relevant local governments*
- *Report to RPC with proposed revisions for direction*
- *Provide regular updates and recommended revisions to Trust Council*
- *Implement changes to policies and practices*
- *A legal review of draft documents*

Out of Scope

- *Amendments to bylaws*
- *Public consultation*
- *Referrals to LTCs*
- *External consultants*

IAP2 Public Engagement Level:

☒ **Inform**
☐ **Consult**
☐ **Involve**
☐ **Collaborate**

Workplan Overview

Deliverable/Milestone	Target Date
Draft Project Charter to RPC for review and endorsement	Feb 2024
RFD to Trust Council	Mar 2024
RPC review of preliminary policy revisions	May 2024
Briefing to Trust Council	June 2024
Draft policies and manual to RPC for review and changes	Sept 2024

Referral of draft revisions to Ombudsperson's office for comment	Sept 2024
Briefing to Trust Council	Sept 2024
Final RPC review and referral to Trust Council	Nov 2024
Endorsement by Trust Council	Dec 2024
Implementation	Jan – Mar 2025

Project Team	
Stefan Cermak, DPS	Project Champion
Robert Kojima, RPM	Project Manager
Warren Dingman, Manager C & E	Project Manager
TBD	RPC Planner
David Marlor, DLS	Advisor
Director Approval: *Stefan Cermak* **Date:** 02-16-2024	**RPC Endorsement:** Resolution #: 2024-001 **Date:** 02-16-2024

Budget

Budget Sources: N/A – no budget has been assigned
***legal review included in scope by RPC 02-16-2024**

Fiscal	Item	Est. Staff hours*
2023-24	Project initiation	20
2024-25	- Preliminary analysis and review	40
	- Drafting of policy revisions	50
	- Final policy	20
	- Updates to manuals and templates	40
	- Implementation	40
	- Contingency	40
	Total	250

*excludes any admin support, attendance at RPC/TC meetings, staff receiving training

Bylaw Enforcement Review Project Work Plan

Month	1	2	3	4	5	6	7	8	9	10	11	12	13-15
Phase 1: Project Planning													
Draft Project Charter and Work Plan	■												
Phase 2: Project Initiation													
RPC endorsement of Project Charter		■											
Trust Council RFD on project status			■										
Phase 3: Analysis													
Review and analysis of report recommendations, policies, manual, other material		■	■										
Drafting of preliminary revisions				■	■								
Phase 4: Drafting													
RPC Review of preliminary policy options, direction for revisions					■								
Complete Draft policies, public materials, manual updates, Implementation Plan, briefing					■	■	■	■					
RPC review and further revisions									■				
Referral to Ombudsperson's office									■	■			
Phase 5: Policy													
Final drafts of all documents										■			
RPC final review and endorsement											■		
Trust Council adoption of policy revisions												■	
Phase 6: Implementation													
Procedural updates													■
Communications and Training													■

Islands Trust

Print Date: February 22, 2024

Follow Up Action List

Active Projects Report

Regional Planning Committee

1. *Bylaw Compliance and Enforcement Review*	Responsible	Dates
RPC endorsed project charter and work plan Trust Council agenda.		

2. *Implement the Housing Strategic Action Plan*	Responsible	Dates
Strategic Plan Goal: Strengthen housing affordability throughout the Islands Trust Area Trust Council Adopted Housing Strategic Action Plan on December 2023. Includes Implementation Plan.	Anthony Fotino Robert Kojima Stefan Cermak	Rec'd: 12-Feb-2020 Target: 31-Mar-2024

3. *Implement the Fresh Water Sustainability Strategy*	Responsible	Dates
Strategic Plan Goal: Protect quality and quantity of fresh water resources of the Trust Area Feb. 16, 2024: RPC has requested staff to draft an Implementation Plan that defines the roles and responsibilities of the RPC, Trust Programs Committee, Trust Council and key staff that is operationalized through multi-year work plans, budget requests, and program-specific implementation plans.	Sonja Zupanec Stefan Cermak William Shulba	Rec'd: 12-Feb-2020 Target: 31-Mar-2025

Active Projects Report

Regional Planning Committee

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.
Strategic Plan item #2.5 - Map and develop water budgets for groundwater aquifers in the Trust Area. Grant funding to develop water budgets are still required for Hornby, Denman and Gabriola, Salt Spring, Thetis, Keats, Gambier and updates for southern gulf islands.

Islands Trust

Print Date: February 22, 2024

Follow Up Action List

Future Projects Report

Regional Planning Committee

1. *Shoreline Marine Planning*	Responsible	Date Received
Trust Council - 2015-2018 Strategic Plan Item Conduct a working group session to brainstorm possible directions. Updated: Feb. 21, 2024: 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.		09-Nov-2017

2. *Preserve, protect and advocate for forest and terrestrial ecosystems*	Responsible	Date Received
1. Map contiguous tracts of the Coastal Douglas-fir zone (CDF) and associated ecosystems to aid in protection of that zone and its associated ecosystems (Completed March 31, 2020) (2018-2022 Strategic Plan item 1.1). 2. Create a model development permit area for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas-fir zones throughout the Trust Area (2018-2022 Strategic Plan item 1.2). Updated Feb. 21, 2024: 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.		12-Feb-2020

Future Projects Report

Regional Planning Committee

3. *Preserve and protect marine ecosystems*	Responsible	Date Received
1. Map the extent of eelgrass and kelp beds throughout the Trust Area (2018-2022 Strategic Plan item 2.2). Phase 1 (GIS and aerial data review) done. Phase 2 - groundtruthing - feasible next step. 2. Undertake a review of Local Trust Committee- Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore (2018-2022 Strategic Plan item 2.3). Received Consultants Report.		12-Feb-2020

4. *Protect quality and quantity of fresh water resources of the Trust Area*	Responsible	Date Received
1. Map and develop water budgets for groundwater aquifers in the Trust Area (2018-2022 Strategic Plan item 2.5) 2. Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling (2018-2022 Strategic Plan item 2.6). 3. -Develop an Islands Trust Freshwater Sustainability Strategy policy document and recommendations for implementation of the Freshwater Sustainability Strategy		12-Feb-2020

5. *Strengthen housing affordability throughout the Islands Trust Area*	Responsible	Date Received

Future Projects Report

Regional Planning Committee

Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council: 1. Develop model bylaws that use floor area ratio as a density metric for consideration of implementation in local trust area land use bylaws (2018-2022 Strategic Plan item 4.4 iii). Received Consultants Report. 2. Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws (2018-2022 Strategic Plan item 4.4 iv). 3. Develop model bylaws to address the use of building stratas as a tool for affordable housing (2018-2022 Strategic Plan item 4.4 v).	12-Feb-2020

6. *Mitigate and adapt to climate change impacts*	Responsible	Date Received
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

Future Projects Report

Regional Planning Committee

9. *Strengthen Relations with First Nations*	Responsible	Date Received
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.		21-Feb-2024

Administrative Services Report
Prepared on: February 22, 2024

1. FINANCIAL PLANNING COMMITTEE

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

- **Third Quarter Financial Report:** We have completed the third quarter financial report which tracks actual financial performance against budget for the first nine months of the fiscal year. This report showed that overall Islands Trust is spending largely as expected, at 68% of budget spent at the end of quarter three.
- **Third Quarter Financial Forecast**: The forecasted spending for the current fiscal year has been completed which shows that the Islands Trust is not expected to spend its full budget by March 31, 2024, thereby reducing the expected draw from surplus and reserves in the current year.
- **Draft 2024/25 Draft Budget:** The final draft of the budget has been reviewed by FPC and is now heading to Trust Council for their final review, with approval in mind.
- **Audit Planning**: The Audit Committee met in February to discuss the audit plan with the financial statement auditors, KPMG LLP, who have once again been appointed by Executive Committee to conduct the fiscal audits of Islands Trust and Islands Trust Conservancy. Staff are looking ahead to year-end close and preparing the audit package in advance of the audit in May 2024.

Following completion of the budget cycle and preparation for the audit, FPC will turn attention to a review of select TC financial policies, including:

- Policy 6.5.1 Reserves and Surplus
- Policy 7.2.1 Trustee Remuneration
- Policy 6.3.2 Special Property Tax Requisitions

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).

Staff have worked hard finalising the budget draft for presentation to Trust Council in March. With the approval of the budget, staff will prepare a report on the 2024/25 budget and the 5-year financial plan for submission to the Minister of Municipal Affairs by the end of the month.

Staff are dedicating time to understanding three new accounting standards taking effect this year, one of which may impact the current treatment of application fee revenue. Changes to revenue recognition as a result of staff's assessment will be incorporated into the audited financial statements for year ending March 31, 2024. It is expected the implications of applying this new standard will be minimal.

Effective January 1, 2024 the Islands Trust and Islands Trust Conservancy are enrolled with the Municipal Insurance Association of BC (MIABC) as a fully participating member. This has brought modest savings in insurance premiums, and large gains in quality of service and resource material associated with managing legal risk within the organisation. Orientation sessions to MIABC have been organised, with more planned in coming weeks. Three management-level staff have been selected to attend the MIABA Risk Management Conference in April 2024, with the registration fees of two being waived by MIABC as a new member benefit.

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 March.

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. The external contractor is nearing completion of their design work and testing of the upgrades. We expect to undertake our testing in the next few weeks. We anticipate full platform deployment and training for both staff and trustees near the end of the fiscal year.

The following procurement processes were undertaken in the last quarter:

- An invitation to quote for the John Osland Nature Reserve wetland and beaver assessment – closed November 28, 2023.
- In conjunction with Provincial procurement staff, a Request for Proposals for the Salt Spring Island Local Trust Area Complete Community Assessment – closed January 25, 2024.

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:

~ Aislyn King, GIS Technician for the Islands Trust Conservancy (ITC) started her auxiliary term on December 13, 2023. Aislyn has a Bachelor of Science degree with an emphasis in Geographic Information Systems, and had been working with Habitat Acquisition Trust as their Restoration, Field Monitoring and Data Management Technician. Aislyn previously worked for Islands Trust as an ITC co-op student and we are happy to welcome her back.

~ Mary Storzer, acting Senior Policy Advisor returned to her base position of Manager, Planning and Legislation with the Clean Transportation Branch at the Ministry of Energy, Mines and Low Carbon Innovation effective February 23, 2024. We appreciate the contributions Mary made during her time with us and wish her well as she steps back into her old role!

~ Tyler Brown, joined the Trust Areas Services team as the new Senior Policy Advisor effective February 7, 2024. Tyler holds a Master of Science in Urban Policy and Practice from the University of Glasgow, as well as a Bachelor of Arts in Liberal Studies and Geography from Vancouver Island University. Tyler brings experience in land use planning, and also as an elected official. Tyler has served as Councillor for the City of Nanaimo and as a member of the Regional District Board since 2018. He has served as Chair for the Regional District of Nanaimo and the City of

Nanaimo Board of Variance, and is currently a Director on the board of the Island Corridor Foundation. Tyler lives on Gabriola Island and brings a good understanding of the issues facing the Trust Area.

~ Erica Wheeler, Species and Risk Coordinator, joined the ITC team on January 29, 2024. Erica holds a PhD in Biology from the University of Missouri and a M.Sc. in Biology from the University of Victoria. Her specialty is plant systematics and her PhD dissertation was on phylogeny and phylogenomic structures of *allium* species (wild onions). Erica's previous work experience includes nine years with the Royal BC Museum, where she worked as both the Head of the Collections Care & Conservation Department, and the Botany Collections Manager and Researcher. Most recently, Erica has worked as an independent researcher. She enjoys communicating science to the general public and connecting people to research.

~ Phil Testemale, Planner 2 for the southern team returned from his extended leave on January 8, 2024. We are happy to welcome him back.

~ Louisa Garbo, Island Planner for the Salt Spring office left for a 7 month temporary assignment with the Ministry of Municipal Affairs effective January 8, 2024.

~ Kalyaan Selvakumar, Planning Team Assistant for Salt Spring is currently on parental leave until April 8, 2024. To ensure continuation of our administration machine, Jess Jack, Office Administrative Assistant has been temporarily appointed to Planning Team Assistant and John Howe has been temporarily appointed as Office Administrative Assistant to backfill Jess' role. John has provided similar administrative support in the past and we are happy to welcome him back. Thank you Jess and John for filling these important roles!

~ Chris Buchan, Planner 2 for the Salt Spring team returned from his parental leave effective February 12, 2024. Happy to have you back Chris!

~ Gillian Nicol, acting Planning Technician for the southern team has been extended in her role until March 22, 2024. No backfill for her role of Program Coordinator has been actioned at this date.

~ Bruce Belcher, acting Planner 1 for the southern team has been extended in his role until March 22, 2024.

~ Anthony Fotino, Island Planner for the Salt Spring team has accepted a temporary assignment as Island Planner for the southern team effective February 12, 2024.

~ Ian Cox, acting Planner 2 for the northern team has been extended in his temporary assignment to April 30, 2024.

~ Jackie O'Neil, GIS Technician/Spatial Data Analyst will be leaving Islands Trust to start her next adventure in Portugal. Jackie has kindly agreed to continue assisting with GIS-related work as we work through the recruitment process to find a new incumbent to this role.

~ Jason Youmans, temporary Planner 2 for the southern team has accepted a temporary position of Island Planner for the Salt Spring office effective February 26, 2024.

~ Wil Cottingham, Office Administrative Assistant for the Gabriola office will be retiring at the end of March 2024. Wil has been working with the northern office for seven amazing years and her contributions to the team are too numerous to count. We will her all the best as she steps into this exciting new chapter of life!

We are currently in the process of hiring for several vacant, soon-to-be-vacant, and/or new positions:

- GIS Technician: This position has been posted and is set to close February 28, 2024.
- Office Administrative Assistant (Gabriola Island): This position has been posted and is set to close February 23, 2024.
- Co-op Student Planner: This position has been posted and is set to close March 1, 2024.
- ITC Conservation Technician Co-op: This has been posted and is set to close March 8, 2024.
- LTC Meeting Administrator: Staff are in the process of drafting an offer to the top candidate from this competition.
- Senior Technical Analyst/Information Services Manager: The job profile for this role is currently being reviewed and updated, with subsequent recruitment to follow. The CAO has hired an external consultant to conduct a review of the team structure, review the job profile for the role, and assist with the hiring process.
- Senior Indigenous Relations Advisor: An offer has been made to our top candidate in the competition and we hope to receive an acceptance soon.
- Island Planner (Gabriola Island): This position is currently posted and is set to close March 6, 2024.
- Executive Administrative Assistant (Victoria): This competition has closed and staff are in the process of reviewing resumes.
- Manager, Finance and Accounting: This job posting is ready to go live with the Public Service Agency, pending successful arbitration with the BCGEU to exclude the position from the union. This arbitration is scheduled for March 2024.

Our December All Staff Meeting was held in person at Ocean Front Suites in beautiful Cowichan Bay. The CAO provided staff with updates on Trust Council, staff arrivals and departures, and presented awards and recognition for the previous quarter as well as our annual staff awards. Telus Health delivered a virtual presentation to staff on our Employee Family Assistance Program benefits. In the afternoon staff enjoyed some friendly competition via our holiday sweater contest and annual Islands Trust Trivia event. The meeting concluded with caroling and guitar stylings from our CAO and select staff.

The formal Performance Management Development Plans (PMDP) process for the year is nearing its official kick-off. Resource documents for staff and supervisors are being reviewed and updated to ensure mandatory training courses for staff at various levels are current and on offer. The PMDP process provides a mechanism to recognise staff's contributions in the year, to keep staff accountable to their work priorities, to ensure staff have the skills to succeed in their current roles, and to create the opportunity to prepare for future roles.

The Occupational Health and Safety (OHS) Committee continues working hard to keep everyone safe in the various workplaces of Islands Trust. This quarter the Committee turned focus to reviewing the emergency survival kits placed at staff desks, ensuring all workplaces have adequate numbers of kits, and replacing kit contents that have reached expiry. In February, education materials and related resources on Anti-Bullying (Pink Shirt) Day were circulated to staff, encouraging them to learn about the history of the day and participate in raising awareness of the message. In addition, workplace AED inspections have been completed for all offices.

We are happy to report the processing of Trustee T4s for the 2023 calendar year was completed ahead of schedule this year. These have been submitted to CRA and circulated to trustees, mainly via email, which has helped expedite the process.

The HR team is aware that the upcoming relocation of the Salt Spring Island office may result in disruptions to staff's working environment, particularly if staff are displaced from their headquarters for a significant length of time. A

review of the BCGEU agreement for implications of any disruptions is underway to ensure the organisation is prepared to address this circumstance in July 2024 with the expiry of the SSI office lease.

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:

~ Nearing completion of upgrades to the Islands Trust Expense Form application – launch date anticipated in April 2024.
~ Planning for the upcoming Windows 11 Upgrade. This project comes with considerable electronic environmental preparation due to the integration requirements for MS365.
~ Implementing environment modifications required for the new CityView application (deployment of Bluebeam application on Planning systems).

Continued focus is being directed towards the following operational initiatives:

~ Upgrading the Trust's SQL database to version 2022. This should be completed by end of March 2024.
~ Ongoing virtual server operating system upgrades from Windows 2016 to 2019/2022. Expected to continue for next year.
~ Enhancements of internal Trust applications, to improve reporting capability and add new features that improve user experience. Ongoing work as we need to both react to reported issues with current applications, and consider requests for modifications to existing and new functionality.
~ 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. The target for release of the new apps is targeted for May 2024, contingent upon availability of staff and contractors involved in the work.

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 testing phase. 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.

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 13, 2024
From:	Financial Planning Committee	**Date Prepared:**	February 22, 2024

SUBJECT: **DECEMBER 31, 2023 FINANCIAL REPORT**

RECOMMENDATION:
That Trust Council approve the December 31, 2023 Financial Report.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The third quarter financial report indicates that Islands Trust is generally following the financial plan for 2023/24.

1 PURPOSE:
To summarize the findings of the December 31, 2023 third 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, are reviewed by FPC, and are forwarded to Trust Council as part of this requirement.

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

As at December 31, 2023 Islands Trust has consumed a net 68% of the annual approved budget, below expected for this time of year. Individual areas experience minor overspending or underspending based on activities in the year to date. Individual revenue and expense items that vary significantly from the 75% benchmark (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 75% benchmark due to the following:

~ Application fee revenue is higher than expected by $57,000 (30%) due to increased application volumes for development permits, temporary use permits, and siting use permits. Development permit and subdivision revenues are almost double over this same time last fiscal year.
~ Restricted Federal and Provincial Grants are lower than expected by $75,000 (19%) due to delays in the Local Government Development Approvals Project, resulting in less grants funds recognized associated with this work.
~ All property tax revenue (general and special) from local trust areas and from Bowen Island Municipality report at 100% recognised, as these were received within usual timelines in the second 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 $112,000 (109%) due to continued higher interest rates than were anticipated at budget approval time.

Expenses by Functional Service Area

Trust Council Services

Council Services expenses include costs related to three main areas: Trust Council work; Executive Committee work; and Trust Area Services; plus an allocation of general administrative expenses. These expenses report at $1.1M (70% of budget), lower than expected by $73,000 (5%).

Individual expense lines with Trust Council services that deviate from expected are as follows:

~ Executive Committee spending is $11,000 (9%) above expected due primarily to higher than anticipated costs for new Chair training and related travel.

~ Trust Area Services spending is $74,000 (11%) 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 on communications, the Policy Statement Amendment project and advancement of reconciliation initiatives.

Planning Services

Planning 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 $4.7M (68% of budget), lower than expected by $517,000 (7%).

Individual expense lines within Planning 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 December 31, 2023 is $682,000 (84% of budget), higher than expected by $74,000 (9%), 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, the funds have been received for one of these proceedings which has offset some of the costs. 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.

  ~ The cost of LTC Chairs travelling LTC meetings report at $22,000 (183% of budget). It is anticipated that these expenditures will be approximately $29,000 (142% 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 $89,000 (17% of budget), less than expected by $315,000 (58%).

This underspending is primarily a result of the following:

~ *LTC Projects* spending reports at $25,000 (66%) 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 $64,000 (50%) below expected, due primarily to:
  - Spending on the Salt Spring Island Water Protection Authority (SSIWPA) coordination project is below expected by $32,000 (73%). This was due to the SSI LTC not engaging in watershed coordination activities in the fiscal year, instead spending time to consider alternative approaches to the work.
  - Delays in the Local Government Development Approvals Program (LGDAP) project, primarily as a result of resource constraints. The company hired for this project is supporting most BC local governments undertaking this work, limiting their time availability, and the vacancy in the Senior Technical Analyst/IS Manager position has slowed down work on this project given that role was acting as project manager for this work. This project is expected to be completed in the current fiscal year.
  - Spending on the Groundwater Recharge Mapping project shows as $9,000 (68%) below expected as these funds have been redirected towards the purchase of software that will be used to identify underground water reserves. As such the cost is reflected in general administration where software costs are recorded.

- **Planning Staff** costs include employee salaries, benefits, training and travel costs, as well as any contracted human resources associated with planning work. Spending to December 31, 2023 reports at $2.19M (69% of budget) which is below expected by 184,000 (6%). This is due to vacancies in the following staff positions:

~ LTC Meeting Administrator – one vacancy for three quarters ($38,000)
~ 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 ($15,000)
~ 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 December 31, 2023 reports at $324,000 (80% of budget), which is higher than expected by $19,000 (5%). This is due primarily to increased enforcement staff travel and overtime costs.

Islands Trust Conservancy Services

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 report at $917,000 (68% of budget), lower than expected by $94,000 (7%).

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 $6,000, 13% below expected. This is due primarily to meetings held electronically.

~ 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 $69,000 (35% of budget), lower than expected by $79,000 (40%). It is common for this budget line to show low levels of spending at quarter three given contracted work in this area is typically completed in quarter four. However, spending in this area will remain low this fiscal due to staff workloads not permitting the securement of contracts to move this work forward.

~ Eco-system Mapping shows no spending to December 31, 2023. Staff capacity constraints have not allowed for the development of mapping projects this year due to heavy workloads in conservation negotiations and reduced capacity of GIS staff to support the project. A portion of this work will be completed in the fourth quarter of 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 $1.6M (69% of budget), which is lower than expected by $154,000 (6%).

Individual expense lines within General Administration services that deviate from expected are as follows:

~ Senior Management costs include all freedom of Information and records management, staff salaries, benefits, training and travel costs. These costs report at $346,000 (71% of budget), 4% below 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 $370,000 (61% of budget), lower than expected primarily due to delayed hiring of the new Manager of Finance and Accounting staff.

~ 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 $236,000 (73% of budget) 2% 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. Underspending is offset by overspending in Victoria Office rent where the increase to insurance and property taxes passed on from the landlord were higher than anticipated.

~ 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 $486,000 (73% of budget) 2% below expected primarily due to vacancy in the Information System Coordinator position.

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:

Object	2023/24 Approved Budget	9 months ending December 31, 2022	9 months ending December 31, 2023	% of Budget Consumed
Staff Salaries and benefits	6,231,723	3,964,400	4,359,868	70%
Office Operations	1,219,335	784,242	893,982	73%
Council and trustee costs	1,021,244	660,889	790,515	77%
Elections	7,000	157,335	0	0%
Programs	854,676	490,081	186,715	22%
Legal - General	70,000	55,859	78,775	113%
Legal - Bylaw Enforcement	80,000	46,361	108,552	136%
Legal - Litigation	72,356	120,498	52,234	72%
Legal - Statutory Notices	17,850	9,120	11,433	64%
Travel/training and recruitment	171,025	119,503	164,002	96%
Subtotal	9,745,209	6,408,289	6,646,076	68%
Amortization	178,000	117,627	111,874	63%
Total Expenses	9,923,209	6,525,916	6,757,950	68%

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 lower communications spending in the three quarters 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, more costs incurred than planned for TC meetings, and increased costs for LTC meetings due to extended use of contracted minute-takers resulting from delayed hiring of the new LTC meetings administrator.
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 $73,000 higher than expected, 108% 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 December 31, 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):
December 31, 2023 Financial Report

RESPONSE OPTIONS

Recommendation:
That Trust Council approve the December 31, 2023 Financial Report.

Alternative: None.

Prepared By: Finance Officer
Reviewed By: Director, Administrative Services
Chief Administrative Officer

Islands Trust
Detailed Statement of Operations
For The 9 Months Ending December 31, 2023

Expected % of Budget Received/Used as at Report date = 75%
Exceptions: Grant revenue, property tax levies, other revenues, project spending
Variances > +/- 10% and +/- $5000 include explanations

	Description	2023/24 Approved Annual Budget	9 months ending December 31, 2022	9 months ending December 31, 2023	*Portion of Annual Budget Consumed (%)*	*Budget remaining ($)*
REVENUE:						
	Fees & Sales	192,000	140,894	201,263	105%	(9,263)
	Provincial Grant - Unrestricted	180,000	228,000	180,000	100%	-
	Federal and Provincial Grants - Restricted	389,795	331,344	217,008	56%	172,787
	General Property Tax Levy - All LTAs	8,046,025	7,309,863	8,046,628	100%	(603)
	Special Property Tax Requisition - SSI LTA	43,500	60,000	43,500	100%	-
	Municipal Property Tax Levy - Bowen Island Municipality	345,989	323,769	345,989	100%	-
	Investment Income + Other Income	133,000	118,087	244,616	184%	(111,616)
Total Revenue		9,330,309	8,511,957	9,279,003	99%	51,306
EXPENSES:						
Trust Council Services						
	Trust Council	416,300	386,012	317,067	76%	99,233
	Executive Committee	125,563	86,784	104,940	84%	20,623
	Trust Area Services	643,623	380,941	408,773	64%	234,850
	General Admin Allocation - 16%	376,388	283,253	267,388	71%	109,000
Total Council Expenses		1,561,874	1,136,990	1,098,168	70%	463,706
Local Planning Services						
	Local Trust Committees	810,862	610,290	682,346	84%	128,516
	Projects **(NOTE 1)**	539,296	366,169	89,143	17%	450,153
	Planning Staff	3,169,470	1,878,160	2,193,011	69%	976,459
	LPS Facilities	389,820	282,560	299,267	77%	90,553
	Bylaw Enforcement	406,193	251,896	324,013	80%	82,180
	General Admin Allocation - 70%	1,697,319	1,124,426	1,154,737	68%	542,582
Total Local Planning Services Expenses		7,012,960	4,513,501	4,742,517	68%	2,270,443
Trust Conservancy Services						
	Board	10,025	7,347	6,210	62%	3,815
	Conservancy Staff and Associated Costs	815,784	582,913	618,992	76%	196,792
	Property Management	196,480	67,075	68,722	35%	127,758
	General Admin Allocation - 14%	326,086	218,090	223,341	68%	102,745
Total Trust Conservancy Expenses		1,348,375	875,425	917,265	68%	431,110
General Administration Services						
	Senior Management	485,645	332,122	345,560	71%	140,085
	Admin Services	610,328	408,168	370,487	61%	239,841
	Office Operations	323,880	194,871	235,621	73%	88,259
	Information Systems	667,640	489,654	486,059	73%	181,581
	Computer/Furniture & Equipment	134,300	83,328	95,862	71%	38,438
	Amortization Expense	178,000	117,627	111,874	63%	66,126
	General Admin Recovery	(2,399,793)	(1,625,770)	(1,645,464)	69%	(754,329)
Total General Administration Expenses		-	(0)	0		(0)
Total Expenses		9,923,209	6,525,916	6,757,950	68%	3,165,259
YTD Surplus (Shortfall)		(592,900)	1,986,041	2,521,054		
Amortization Adjustment		(178,000)	n/a	n/a		
Capital adjustment		n/a	83,328	95,862		
Adjusted surplus (shortfall)		$ (414,900)	$ 2,069,369	$ 2,616,916		
Funded by:						
Transfer from (to) General Revenue Surplus Fund		231,000	(2,186,896)	(2,642,654)		
Transfer from (to) LTC Project Reserve Fund		183,900	76,015	24,939		
Transfer from (to) Special Tax Requisition Fund		0	41,512	800		
Net Unfunded Balance		-	(0)	(0)		

Description	2023/24 Approved Annual Budget	9 months ending December 31, 2022	9 months ending December 31, 2023	*Portion of Annual Budget Consumed (%)*	*Budget remaining ($)*
Note 1: LTC & Planning Services Project Spending					
LTC Projects					
LTC Projects funded by Reserve Fund	(3,500)	-	-	0%	*3,500*
Denman Farm Plan	-	12,948	-	0%	-
Denman Housing Review	18,000	495	363	0%	*(17,637)*
Denman Farming Regulations Review	2,000	-	466	23%	*(1,534)*
Gabriola OCP/LUB	18,000	-	3,868	21%	*(14,132)*
Gabriola Ecological Protection Zone	2,000	1,008	-	0%	*(2,000)*
Galiano Groundwater Strategy Implementation	5,000	156	434	9%	*(4,566)*
Galiano Crown Lot Rezoning	-	2,141	-	0%	-
Gambier OCP/LUB	16,000	18,420	16,000	100%	-
Gambier Keats Island Shoreline Protection Review	4,000	264	1,680	42%	*(2,320)*
Hornby OCP/LUB	15,000	-	260	2%	*(14,740)*
Hornby OCP Amendement Review	-	8,080	-	0%	-
Lasqueti OCP/LUB	4,000	-	-	0%	*(4,000)*
Mayne OCP/LUB	-	2,146	-	0%	-
Mayne Island Housing	1,000	1,396	274	27%	*(726)*
Mayne LUB Minor Amendments	2,000	-	-	0%	*(2,000)*
North Pender OCP/LUB	3,000	639	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	15,424	-	0%	*(86,500)*
Salt Spring Housing Action Program	5,000	3,570	201	0%	*(4,799)*
Saturna OCP/LUB	-	1,284	-	0%	-
South Pender OCP Minor Amendments	-	3,946	-	0%	-
South Pender LUB Minor Amendments	2,000	4,099	-	0%	*(2,000)*
Thetis Unzoned Marine Area LUB Amendment	2,500	-	-	0%	*(2,500)*
Total All LTC Projects	286,000	76,015	24,939	9%	*(261,061)*
SSIWPA Coordination Expense	43,500	41,512	800	2%	*(42,700)*
SSIWPA Project - Weston Lake	-	27,294	-	0%	-
SSIWPA Project - Watershed Protection Plan	-	24,263	-	0%	-
Regional Freshwater Management	22,000	-	22,784	104%	*784*
Housing Strategy	30,000	-	26,779	89%	*(3,221)*
Groundwater Recharge Mapping	10,000	45,929	721	7%	*(9,279)*
LG Development Approvals Program	147,796	151,157	13,120	9%	*(134,676)*
Total all Project Spending	539,296	366,169	89,143	17%	*(450,153)*

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 13, 2024
From:	Financial Planning Committee	**Date Prepared:**	February 22, 2024
SUBJECT:	**FINANCIAL FORECAST AS AT DECEMBER 31, 2023**		

PURPOSE:
To provide Trust Council (TC) with an overview of forecasted financial performance to the end of the current fiscal year, to support their responsibility for financial management oversight.

Historically, FPC has forwarded financial forecasts to Trust Council for their information.

BACKGROUND:
The forecasted financial results for March 31, 2024 have been prepared based on actual financial performance to December 31, 2023 plus estimates of forecasted spending for the remainder of the fiscal year.

DESCRIPTION	9 months ending December 31, 2022	9 months ending December 31, 2023	Approved Annual 2023/24 Budget	Forecast to March 31, 2024	*Forecast Over (Under) Budget*
TOTAL REVENUE	8,511,957	9,279,003	9,330,309	9,727,000	*396,691*
Operating Expenses	6,022,043	6,537,041	9,137,613	8,959,000	*(178,613)*
Capital Expenses	83,328	95,862	134,300	149,000	*14,700*
Project Expenses	420,545	125,045	651,296	430,000	*(221,296)*
TOTAL EXPENDITURES	6,525,916	6,757,948	9,923,209	9,538,000	*(385,209)*
SURPLUS (SHORTFALL)	**1,986,041**	**2,521,055**	**(592,900)**	**189,000**	**781,900**
Funded by:					
Changes in amounts invested in TCA	12,748	95,862	178,000	(52,600)	*(230,600)*
Transfer from (to) Gen Rev Surplus Fund	(2,091,856)	(2,642,656)	231,000	(183,400)	*(414,400)*
Transfer from (to) LTC Project Reserve Fund	51,556	24,939	183,900	89,000	*(94,900)*
Transfer from (to) Special Property Tax Reserve Fund	41,512	800	-	(42,000)	*(42,000)*
Net unfunded	-	-	**(0)**	-	**0**

SUMMARY:

The forecast to March 31, 2024 reflects a projected annual surplus of $189,000 which is higher than the approved budgeted shortfall of $592,900.

Total revenue is forecasted higher than budgeted due to:
- Increased application fee revenue primarily due to higher volumes of development permits and temporary and siting use permits;
- A newly awarded provincial grant for Complete Communities to the Salt Spring Island (SSI) Local Trust Committee (LTC);
- A newly awarded provincial grant to fund First Nations engagement efforts;
- Receipt of grant funds from the Local Government Climate Action Program; and
- Elevated investment earnings due to continued high interest rates than anticipated at the time of budget approval.

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 higher than budgeted due primarily to acquisition of a new ITC GPS survey quality system that will produce efficiencies in ITC that was not included in the 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 $397,000 higher than budgeted due to:

- Application Fees – forecasted at $76,000 (40%) higher than budget due to increased application volumes received in the year than anticipated, primarily for development permits and temporary and siting-use permits.

- Provincial Grant Income Restricted to LTC projects – this entire forecasted revenue stream ($49,000) was not included in the approved budget as the funds relate to grants newly approved in the fiscal year:
    - SSI LTC Complete Communities project ($24,000)
    - SSI LTC BC Active Transportation project ($25,000).

  Revenue from these grants is recorded when eligible spending of the funds takes place. Amounts forecasted as revenue reflect anticipated spending this fiscal year on the projects these grants are funding.

- Provincial Grant Income, First Nations Engagement – This relates to a new grant approved and received in the fiscal year, not contemplated as part of the approved budget. Forecasted grant revenue from this new grant is $40,000 for the fiscal year.

- 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 $313,000 (135%) 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 $385,000 below budget.

Significant areas of underspending and overspending by expense type include:

- Applications Sponsored by Executive Committee (EC) – forecasted underspending of $5,000 (33%) due to lower than anticipated application received for sponsorship.

- Audit – forecasted increase in audit fees ($5,000, 24%) as a result new accounting standards taking effect in the fiscal year, as well as new 'technology and support' charges billed by the audit firm.

- Contracted Temporary Staffing – forecasted overspending of $44,000 (1740%). This budget line is intended to record spending on contracted human resources to backfill staff positions. Forecasted spending consists of the following:
    - $16,000 for backfills of the southern office Planning Team Assistant and the Senior Technical Analyst (IS Manager).
    - $10,000 for a hired consultant to review the clerical administration structure within the organisation
    - $10,000 for a hired consultant to assist with the hiring competition for the Senior Technical Analyst (IS Manager).
    - $10,000 to hire external accountants to prepare the ITC financial statements for the fiscal 2023/24 year, normally prepared in-house by the Director, Administrative Services. The Islands Trust financial statement package will still be prepared in-house by staff. This is being paid for by unspent salaries budget due to delayed hiring of the Manager, Finance & Accounting.
- Conservation Planning & Land Securement – forecasted underspending of $11,000 (40%) due to reduced conservation activity, as well as some activities funded in the budget being completed and paid for by other external organisations.

- ITC Ecosystem Mapping - forecasted underspending of $5,000 (28%) 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 categories $28,000 (112%), 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 $27,000 (139%) 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; SSI 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 $34,000 (142%) primarily due to unanticipated legal costs for ongoing cases on Galiano Island, North Pender Island, Salt Spring Island, and Thetis Island. Where possible, bylaw enforcement legal issues have been deferred to next fiscal to help reduce further anticipated overspending in this area.

- ~ Litigation Defence – forecasted to come in under budget by $33,000 (54%). Actual spending in this area is expected to be approximately $69,000 for the fiscal year, which is offset by $39,000 in legal cost reimbursements awarded to Islands Trust for specific claims.

- LTC Expenses – LTC expenses are comprised of Trustee Expenses, costs of EC chairing LTC meetings, LTC Meeting Expenses, APC meeting expenses, Communications by the LTC, and LTC special projects, where applicable. Forecasted overspending of $44,000 (50%) is due to the following:

  - ~ Executive Expenses on LTCs – overspending of $17,000 (142%) due to high accommodation costs incurred for Chairs travelling to in-person LTC meetings.

  - ~ LTC Meeting Expenses – overspending of $24,000 (185%), with related overspending in APC Meeting expenses of $4,000 (85%). The approved 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.

- Meeting Expense – overspending of $8,000 (7%) due to higher than anticipated costs for all Trust Council meetings due to rising costs of accommodation and catering due to inflation.

- FOI and Records Management – underspending of $7,000 (70%). Staff anticipated hiring a contractor to undertake records management clean-up, however have not pursued this undertaking in the year.

- Office Rent – overspending of $24,000 (6%) due to increases in insurance and property tax costs passed on from the landlord that were higher than anticipated.

- Office Services – overspending of $7,000 (12%) due to extreme winter weather events resulting in higher than budgeted snow and ice removal costs.

- Salaries and Benefits – forecasted underspending totaling $317,000 (12%) due to the following staff vacancies:

  - ~ LTC Meeting Administrator – forecasted vacant for 6.5 months ($38,000)
  - ~ Planning Team Assistant, Salt Spring Island office – forecasted vacant for 5.5 months ($25,000)
  - ~ Island Planner, Salt Spring office – forecasted to be vacant for 3 months ($20,000)
  - ~ Island Planner, Northern office - forecasted to work less than full time for the full year ($38,000)
  - ~ Island Planner, Northern office – forecasted to be vacant for the full year, partially offset by Planner 2 backfill costs ($4,000)
  - ~ Administrative Coordinator – forecasted vacant for 9 months ($67,000)
  - ~ Manager of Accounting and Finance – forecasted vacant for the full year ($102,000)
  - ~ Senior Indigenous Relations Advisor – forecasted vacant for 7 months ($71,000)
  - ~ Senior Technical Analyst – forecasted vacant for 6.5 months ($66,000)
  - ~ Planning Team Assistant, Southern office – forecasted vacant for 5.5 months ($28,000).

  Forecasted vacancies are partially offset by higher costs for:
  - Information Services staff overtime, GIS staff working in higher-paid position than budgeted, IS staff not using vacation entitlements($42,000)
  - Bylaw Enforcement staff overtime ($17,000)
  - Islands Trust Conservancy staff overtime and higher costs for species at risk coop student ($33,000)

- one additional part-time temporary Island Planner working for the SSI office and Regional Planning Committee ($26,000)
- Backfill of the Executive Coordinator's leave of absence ($7,000)

- Telephone – forecasted underspending of $6,000 (34%) due to savings in actual costs for Zoom phones.

- Staff Meeting & Recognition – forecasted underspending by $6,000 (37%) due to two all staff meetings being held virtually in the year.

- 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 $16,000 (89%) 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 $20,000 (31%) due to increased water taxis fees that are driving higher costs for ITC and Bylaw Enforcement staff. Volume of travel for Bylaw Enforcement staff has also increased.

- Projects - forecasted underspending totals $221,000 (34%) for all projects, is broken down as follows:

  ~ Reconciliation Action Plan – forecasted underspending of $5,000 due to vacancy in the Senior Indigenous Relations Advisor position who oversees this work.
  ~ Policy Statement Review – forecasted underspending of $16,000 due to project delays due to vacancy in Senior Policy Advisor role.
  ~ Stewardship Education – forecasted underspending of $8,000 due to two webinars delivered by staff as opposed to hiring external speakers, and a reduction in real estate transactions in the islands reducing the number of mailings required to new residents.
  ~ First Nations Engagement Plan – forecasted underspending of $10,000 (full budget) due to the delayed response from the Minister on their review of the ITC Five-year Plan.
  ~ Groundwater Recharge Mapping – This project account shows a forecasted underspending of $9,000 as the costs incurred for this initiative are reflected in the software expense account rather than this project account. These approved funds were spent to procure software to identify underground water reserves in the Trust Area. As computer-related spending follows unique accounting rules, the charge for this purchase has been reallocated. True underspending on this initiative is $5,000.
  ~ SSI Water Protection Authority (SSIWPA) Coordination – forecasted underspending of $42,000 (97%) due to the SSI LTC not engaging in watershed coordination activities in the fiscal year, instead spending time to consider alternative approaches to the work.
  ~ SSI OCP Review – forecasted underspending of 72,000 (75%) due to the LTC prioritising other work over this project in the fiscal year.
  ~ SSI Ganges Village Area Planning Project – this project will not proceed in the current fiscal year due to SSI LTC prioritizing other work, thus the full budget is forecasted to be unspent in the year ($86,500).
  ~ Minor LTC Projects – forecasted underspending of $14,000, due to delayed First Nations consultation, and changing priorities of LTCs.

  Underspending on specific projects is partially offset by spending on new projects funded by grants approved during the fiscal year for:
  ~ SSI Complete Communities – forecasted spending of $50,000
  ~ SSI Active Transportation – forecasted spending of $25,000.

- Trustee Health/Dental Benefits – forecasted underspending of $14,000 (18%) due to fewer trustees enrolled in the higher-cost family plan than anticipated in the approved 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 $9.5M, below budget by approximately $385,000 (4%).

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 $183,000, a direct results of forecasted underspending in the year.

The forecast expects a reduced transfer from the LTC Project specific reserve fund of $90,000 and a transfer to the SSI special property tax reserve fund of $42,000.

ATTACHMENT(S):

December 31, 2023 Financial Forecast

FOLLOW-UP: As directed by Trust Council.

Prepared By: Finance Officer
Reviewed By: Director, Administrative Services

ISLANDS TRUST
Q3 Forecast to March 31, 2024
As at December 31, 2023

Description	9 months ending December 31, 2022	Annual Budget	9 months ending December 31, 2023	FORECAST TO MARCH 31, 2024	Forecast Over (Under) budget $	Forecast Over (Under) budget %
Fees & Sales	140,894	192,000	201,263	268,000	*76,000*	*40%*
Federal Grant Income R - SAR	172,873	220,000	142,658	220,000	-	*0%*
Federal Grant Income R		-	364	-	-	*0%*
Provincial Grant - Unrestricted	228,000	180,000	180,000	180,000	-	*0%*
Provincial Grant Income R on LTC projects:		-		-	-	*0%*
Provincial Grant R - Denman Farm Plan	7,314			-	-	*0%*
Provincial Grant R- SSI Complete Communities		-		24,000	*24,000*	*100%*
Provincial Grant R - SSI BC Active Transportation Grant				25,000	*25,000*	*100%*
Provincial Grant R - First Nations Engagement				40,000	*40,000*	*100%*
Provincial Grant Income - Loc Gov Climate Action			38,082	38,000	*38,000*	*100%*
Provincial Grant Income R Healthy Watersheds	-	22,000	22,784	34,000	*12,000*	*55%*
Provincial Grant Income R LGDAP	151,157	147,795	13,120	148,000	*205*	*0%*
				-		
Property Tax Levy General	7,309,863	8,046,025	8,046,628	8,047,000	*975*	*0%*
Property Tax Levy - BIM	323,769	345,989	345,989	346,000	*11*	*0%*
Special Levy Property Tax Requisition	60,000	43,500	43,500	44,000	*500*	*1%*
Interest Income and Other Income	118,087	133,000	244,616	313,000	*180,000*	*135%*
Total Revenue	8,511,957	9,330,309	9,279,003	9,727,000	*396,691*	*4%*
Amortization Expense	117,627	178,000	111,874	169,000	*(9,000)*	*-5%*
Applications Sponsored by EC	1,900	15,000	6,650	10,000	*(5,000)*	*-33%*
NAPTEP Applications Sponsored by EC	-	1,000	275	1,000	-	*0%*
History and Heritage Funding Grants in Aid	6,000	-	-	-	-	*0%*
Audit	330	21,000	4,173	26,000	*5,000*	*24%*
Bank Charges & Interest	1,498	3,500	3,347	4,000	*500*	*14%*
Board of Variance	1,332	1,200	839	1,000	*(200)*	*-17%*
Committee Expense FPC	-	-	-	-	-	*0%*
Committee Expense RPC	295	1,000	2,171	2,000	*1,000*	*100%*
Committee Expense TPC	3,759	2,000	1	-	*(2,000)*	*-100%*
Committee Meeting Expense - Governance	0	3,000	-	3,000	-	*0%*
Committee Meeting Expense - Accessibility*	-	2,500	-	1,000	*(1,500)*	*-60%*
Communications and ITC Fundraising	24,043	73,500	41,165	73,000	*(500)*	*-1%*
SW Support and Licensing	69,534	150,200	108,933	155,000	*4,800*	*3%*
Internet	34,834	46,300	35,581	46,000	*(300)*	*-1%*
Technical Support	64,363	60,000	40,383	60,000	-	*0%*
Meeting Streaming Services	11,934	15,000	11,144	15,000	-	*0%*
Contingency	-	5,000	-	5,000	-	*0%*
Contracted Temporary Staffing	43,739	2,500	22,436	46,000	*43,500*	*1740%*
Elections - By-elections	157,335	7,000	-	7,000	-	*0%*
Insurance	146,624	208,150	161,989	213,000	*4,850*	*2%*
ITC "Board Honoraria"	4,800	7,000	4,400	6,000	*(1,000)*	*-14%*
ITC "Board Meeting Expense"	1,044	1,425	839	2,000	*575*	*40%*
ITC "Board Training & Conferences"	1,484	1,600	961	1,000	*(600)*	*-38%*
ITC "Property Management"	55,150	159,930	65,609	150,000	*(9,930)*	*-6%*
Conservation Planning & Land Securement	11,925	26,550	3,113	16,000	*(10,550)*	*-40%*
ITC "Ecosystem Mapping"	-	18,000	-	13,000	*(5,000)*	*-28%*
Land Title Registrations	2,461	3,900	2,368	3,000	*(900)*	*-23%*
Legal "General"	55,859	69,998	78,775	97,000	*27,002*	*39%*
Legal "Bylaw Enforcement Litigation"	46,361	80,000	108,552	114,000	*34,000*	*43%*
Legal "Litigation Defence"	120,498	72,356	52,234	39,000	*(33,356)*	*-46%*
LTC - Trustee Expense	1,455	4,500	1,870	4,000	*(500)*	*-11%*
LTC "Executive Expense on LTC's"	9,504	12,000	21,955	29,000	*17,000*	*142%*
LTC Local Exp LTC Meeting Expenses	20,849	13,000	30,735	37,000	*24,000*	*185%*
LTC Local Exp APC Meeting Expenses	2,785	4,860	5,100	9,000	*4,140*	*85%*
LTC Local Exp Communications	3,930	5,000	4,469	9,000	*4,000*	*80%*
LTC Local Exp Special Projects	242	4,750	342	1,000	*(3,750)*	*-79%*
Meeting Expense	41,257	122,975	98,495	131,000	*8,025*	*7%*
Memberships	11,904	16,440	12,030	16,000	*(440)*	*-3%*
Notices Statutory & Non Statutory	9,120	17,850	11,433	17,000	*(850)*	*-5%*

FOI & Records Management	-	10,000	2,930	3,000	*(7,000)*	*-70%*
Office Rent	314,478	421,800	333,294	446,000	*24,200*	*6%*
Office Services	37,564	53,500	40,732	60,000	*6,500*	*12%*
Postage & Courier	5,614	9,050	6,268	8,000	*(1,050)*	*-12%*
Recruitment & Labour Relations	8,011	21,000	16,215	21,000	-	*0%*
Payroll Processing	-	19,500	16,063	22,000	*2,500*	*13%*
Safety	3,232	5,000	3,867	5,000	-	*0%*
Salaries - Admin Staff	1,689,572	2,642,038	1,818,057	2,462,000		
Benefits - Admin Staff	428,748	671,078	460,839	641,000		
Salaries - Planners & RPMs	931,433	1,519,311	1,105,180	1,499,000		
Benefits Planners & RPMs	235,517	385,905	279,434	367,000	*(317,223)*	*-12%*
Salaries Planning Support	320,435	499,616	302,668	440,000		
Benefits Planning Support	81,019	126,902	76,354	108,000		
Salaries Bylaw	186,711	306,518	235,381	317,000		
Benefits Bylaw	47,226	77,855	59,517	78,000		
Stationary & Supplies	31,753	29,020	26,650	33,000	*3,980*	*14%*
Subscriptions	4,683	5,360	8,333	10,000	*4,640*	*87%*
Telephone	10,731	18,100	9,049	12,000	*(6,100)*	*-34%*
Mobile Devices	19,288	29,240	19,308	26,000	*(3,240)*	*-11%*
Training "Organization Wide"	2,386	5,000	2,422	5,000	-	*0%*
Staff Meetings and Recognition	7,256	15,800	9,236	10,000	*(5,800)*	*-37%*
Training & Conferences	27,474	47,800	40,501	56,000	*8,200*	*17%*
Travel for Training	18,146	17,950	26,339	34,000	*16,050*	*89%*
Travel	56,231	63,475	69,290	83,000	*19,525*	*31%*
Trustee Remuneration	414,433	589,978	438,734	587,000	*(2,978)*	*-1%*
Trustee Remuneration "CPP Expense"	15,598	20,778	20,062	21,000	*222*	*1%*
Trustee Remuneration Health/Dental Benefits	29,920	76,550	47,607	63,000	*(13,550)*	*-18%*
Trustee Remuneration Pay In Lieu of Benefits	667	-	-	-	-	*0%*
Trustee Remuneration "Employer Health Tax"	8,146	11,505	8,473	11,000	*(505)*	*-4%*
Operating Expenses Subtotal	6,022,043	9,137,613	6,537,041	8,959,000	*(178,613)*	*-2%*
				-		
Computer H/W & S/W	81,417	129,300	88,994	141,000	*11,700*	*9%*
Furniture and Equipment	1,910	5,000	6,868	8,000	*3,000*	*60%*
Capital Subtotal	83,328	134,300	95,862	149,000	*14,700*	*11%*
LTC Projects Funded by LTC Reserve Fund	76,015	286,000	24,939	89,000	*(197,000)*	*-69%*
LTC Projects Funded by Special Requisition Surplus	51,556		-	-	-	*0%*
LTA Work Funded by Special Requisition (SSIWPA)	41,512	43,500	800	2,000	*(41,500)*	*-95%*
LTC Projects Funded by Contingent Grants	-	1	-	49,000	*48,999*	*4899900%*
					-	*0%*
Strategic Plan Projects	100,305	159,000	73,836	122,000	*(37,000)*	*0%*
Operational Projects	151,157	162,795	25,470	168,000	*5,205*	*3%*
Projects Subtotal	420,545	651,296	125,045	430,000	*(221,296)*	*-34%*
Total Expenditures	6,525,916	9,923,209	6,757,948	9,538,000	*(385,209)*	*-3.9%*
Surplus (shortfall)	**1,986,041**	**(592,900)**	**2,521,055**	**189,000**	***781,900***	*-132%*
Funded by:						
Changes in amounts invested in TCA	12,748	178,000	95,862	(52,600)	*(230,600)*	*-130%*
Transfer (to) from General Revenue Surplus Fund	(2,091,856)	231,000	(2,642,656)	(183,400)	*(414,400)*	*-179%*
Transfer (to) from LTC Project Specific Reserve Fund	51,556	183,900	24,939	89,000	*(94,900)*	*-52%*
Transfer (to) from Special Tax Requisition Fund	41,512	-	800	(42,000)	*(42,000)*	*0%*
Net Surplus (Shortfall)	-	(0)	(0)	-	*0*	

Islands Trust

Print Date: February 22, 2024

Follow Up Action List

Active Projects Report

Financial Planning Committee

1. *Finalize 2024/25 Budget and 5-year Financial Plan Bylaw*	Responsible	Dates
Prepare report to accompany Trust Council's 5-year Financial Plan Bylaw submission to the Minister of Municipal Affairs for approval	Julia Mobbs	Rec'd: 12-Mar-2024 Target: 31-Mar-2024

2. *Annual Financial Statements & Audit: Islands Trust and Islands Trust Conservancy*	Responsible	Dates
Underway: ·Audit planning with the appointed auditors, KPMG LLP. ·Audit Committee meeting with KPMG on February 21, 2024. Upcoming: ·Preparation of Islands Trust and Islands Trust Conservancy financial statements and audit packages. ·Audit fieldwork scheduled for May 2024. ·Audit Committee meeting on May 29, 2024 with KPMG LLP to present audit findings.	Julia Mobbs	Rec'd: 12-Mar-2024 Target: 31-May-2024

3. *Financial Policy Review*	Responsible	Dates
Continued review of select Trust Council financial policies based on feedback from initial reviews performed by the outgoing FPC: ·6.3.2 Special Property Tax Requisitions (TC directed) ·6.5.2 Budget Control and Adjustment Authority (EC directed) ·7.2.1 Trustee Remuneration (FPC directed)	David Marlor Julia Mobbs	Rec'd: 12-Mar-2024 Target: 06-Sep-2024

March 2024 Islands Trust Council
2024/25 Proposed Budget

Purpose:

- To provide Trust Council with an overview of the Financial Planning Committee's recommended 2024/25 budget;
- To discuss the proposed revenues, expenses, and resulting surplus balances with Trust Council and receive direction for amendments as needed;
- To provide an opportunity for questions, comments and debate amongst Trustees in advance of Trust Council's budget approval on Thursday, March 14, 2024.

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

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

1. 2023/24 Proposed Budget Overview *(up to 15 minutes)*
<u>Document References</u>
• Budget Assumptions and Principles (BAP)
• Draft Budget Overview
• Draft Budget Detail
• Funding Requests Summary
  ○ Strategic Plan Initiatives
  ○ Committee Projects
  ○ Operational Initiatives
	Director, Administrative Services – general overview
	
	Senior Management Team – specific funding requests

Questions, Comments, Debate, Direction for Change *(remainder, up to 2 hours, 30 mins)*	Trustees
2. Special Property Tax Requisition *(10 minutes)* • Review SSI LTC request to draw from the Special Property Tax Reserve Fund.	Director, Planning Services/ Chair, SSI LTC

NEXT STEPS:

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

ISLANDS TRUST

2024/25 Draft Budget Assumptions and Principles

Approved by Trust Council in September 2023

The following was approved by Trust Council at their September meeting. No action is required with this report for March 2024 TC, it is simply included with draft budget materials as a reminder of the considered factors influencing the draft 2024/25 budget development.

Draft Budget Development Process:

During the budget cycle, each line of the detailed draft budget is reviewed by the responsible Director or manager, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives). Planning staff review planning project needs with Local Trust Committees and identify top priorities and senior staff review project recommendations with Trust Council's committees and Executive Committee. The Islands Trust Conservancy Board requests budget funding levels appropriate to support the goals in its Regional Conservation Plan and other fiscal initiatives. Directors review their respective Committee work programs, policy requirements and operational needs to ensure activities are appropriately funded. The Director, Administrative Services compiles the detailed budget for the year. The draft budget detail is reviewed by the Islands Trust management team prior to being submitted to the Financial Planning Committee for review and consideration. A first draft of the budget is forwarded to Trust Council in December of each year, or in the case of election years, the following January.

REVENUES			
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
1	**Fees and Sales**	Budgeted fees revenue has historically been based on an average of previous years' actual revenues, adjusted for trends identified by the Director, Planning Services. In June 2021, Trust Council amended their Application Processing Services Policy 5.6.1 which includes a revised Model Fees Bylaw for consideration by LTCs. LTCs have adopted and implemented new Fees. Budgeted fees revenue for 2024/25 will be based on the following: - Estimated application volumes, by type and by LTA, based on historical volume trends, normalised for unusually large volumes seen in COVID-19 years. - Estimated application fees by type and by LTA, as determined by Trust Council's revised model bylaw approved in June 2021. Model Fee bylaw adopted with minor amendments in all Local Trust Areas to the exception of Saturna and North Pender LTAs. The Saturna LTA has deferred consideration to October 19, 2023, the North Pender LTA has deferred consideration to November 24, 2023. -	Historical application volume levels seen in non-pandemic-impacted fiscal years. Model Fees Bylaw as approved in Trust Council's Application Processing Services Policy 5.6.1. Estimated will be adjusted if/as LTCs adopt new application processing fees in advance of the final budget draft.

2	**Provincial Grant Funding - Unrestricted**	Unrestricted grants are given without restrictions dictating how the funds must be spent. The Provincial grant funds received by Islands Trust annually are unrestricted. These grants are recorded as revenue when they are received. Assumed that unrestricted grant funding from the Province will be received, and that the value will remain consistent with prior years. Although there is a Trust Council resolution to request more funds from the Province, no work has progressed on this task and progress is unlikely in the short term. As such, no increase in funds is anticipated at this time.	Prior year funding levels.
3	**Provincial Grant Funding – Restricted**	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred. Assumed the **LG Development Application Approvals** program funding my grant will be completed in expected timelines this fiscal, requiring no grant revenue in FY2024/25. Assumed receipt of **LG Climate Action Program** funds of $38,000. The planned spending in FY2024/25 will be reflected as revenue in the draft budget, along with the related expenses the grant will pay for.	• NA • LG CAP program Other grants as identified and approved.
4	**Federal Grant Funding – Restricted**	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred. In October 2020, ITC was awarded a multi-year grant for work related to Species at Risk in the Trust Area. The grant amount for fiscal 2024-25 is $220,000. This amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending and are not shown separately as their own line item.	Signed grant agreement between ITCB and Environment and Climate Change Canada.

5	**Property Taxes - General**	Assumed property tax revenue will be required to balance the Islands Trust budget. Assumed the full balance requisitioned will be received by Islands Trust under normal timelines. It is assumed that there will be increased pressures on taxation in the coming budget year as a result of: - Reduced minimum balance surplus levels, meaning less funds available to draw from to balance the budget as has been historical practice of the Trust. - Anticipated increases in the operating budget lines. - Possible changes in project budgets	Draft budget expenditures less amortization expense, less other revenue sources.
6	**Property Taxes - Non-Market Change (NMC) in Tax Base**	The property tax base within the Islands Trust Area will grow due to new development activity and changes in use. Assumed that jurisdictions 763 and 764 remain an appropriate representation of the NMC within the total Trust Area.	BC Assessment report provided in December each year indicates non-market growth for the Trust Area and is updated in the draft budget.
7	**Property Taxes – Special Requisitions**	Assumed SSI LTC may request by way of resolution, a special levy to continue the SSIWPA work (to be considered.	Trust Council Policy 6.3.2 Special Property Tax Requisitions SSI LTC resolution related to SSIWPA request - no requisition received for new funds, however request to use funds from Special Requisition Fund.
8	**Property Taxes – Bowen Island Municipality**	Assumed relevant policy regarding this requisition will remain unchanged.	Trust Council Policy 7.2.6 Municipal Tax Requisition Calculation
9	**Investment Income**	Assumed interest income will remain relatively consistent with current fiscal levels. Assumed Islands Trust will continue to invest in conservative investments in line with legislation. Assumed sustainable investment vehicles will be secured for a portion of invested funds to align with Trust values.	Islands Trust Act, Community Charter, current interest rate trends and investment advisor information.
10	**Other Grant Funding**	Islands Trust will continue to monitor grant opportunities available for corporate work, but does not expect significant new inflows of revenue from this source. Any budgeted revenue from grant funds for projects will be offset by a budgeted expense for the same amount, to ensure appropriate conservatism in the budget.	Current grant programs available to Islands Trust and historical inflows of grant funding, adjusted for change in staff hours dedicated to the grants function in light of job description revamp associated with this position.

EXPENSES			
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
11	**Inflation**	The cost of goods and services will rise in line with inflation. Application of this assumption is not applied in a direct manner whereby all expenses are increased by a percentage. Rather, where real spending trends are analysed for purposes of generating a budget figure, historical averages are most frequently rounded upwards, with special considerations given to expenditure types experiencing higher than typical increases, including standard rates for contractors where work is most often completed by external parties (i.e.: strategic plan projects).	Consumer Price Index (CPI) for Victoria, as reported for the month of December by BC Statistics (based on Statistics Canada data), to assess if current inflation accommodations are appropriate.
12	**Staffing Levels**	Assumed Island Trust management will bring forward funding requests for additional staff positions as needed, or revised staffing complements that result in budget increases. Assumed requested for any new staff positions will be presented via business case to FPC/TC. Decreased staffing levels may result in a reduced level of services, functions, or quality of work. New functions or services may require either additional staffing or the deletion of some existing functions or service levels.	Current staffing levels, plus potential forthcoming new staff requests, including the following: - Business case for Planning Services Co-op student (expected) - Business case for Freshwater Co-op student request (expected) - ITC Board resolutions 2023-018 and 2023-019 requesting staff to consider budget increases for property management. New staff requests that have come forward in the budget cycle: - GIS Coordinator (IS) - Manager, Property Management (ITC) - Professional Biologist (PS)
13	**Staffing Salaries and Benefits**	Assumed that staff will continue to be appointed subject to the *Public Services Act* and the *Public Service Labour Relations Act*, in accordance with the *Islands Trust Act*. Assumed costs for staff salaries and benefits will rise in accordance with relevant legislation and union agreements.	*Public Service Labour Relations Act* (all staff). *Public Service Act* and PSA Policy on salary administration for management employees (exempt staff).

			BCGEU union agreement (union staff). Public Service Agency (benefits costs/rate, all staff) – based on prior year benefit rate in the absence of information from PSA whose timing is delayed due to provincial budget delays.
14	**Trustee Remuneration**	Assumed that no changes will be made to the guiding policy for Trustee Remuneration. Assumed that the number of meetings requiring payment to trustees for Trust Council Committees (FPC, TPC, RPC, GC) will remain similar to prior year figures.	TC Policy 7.2.1 Trustee Remuneration. (census information 2021) stats Canada CPI information, Folio information from BC Assessment)
15	**Office Facilities**	Assumed that office locations for staff will remain in Victoria, on Salt Spring Island and on Gabriola Island. Islands Trust has signed a 2 year lease with Northern Island office landlord. During this time management will continue to explore opportunities to share office space with other Provincial agencies in Nanaimo, BC. With the adoption of a more remote workforce at the Trust, real estate needs on Gabriola Island may shift, providing an opportunity to re-evaluate our needs in the current climate. Consideration of retaining a presence in Gabriola Island in a smaller capacity is part of the ongoing assessment. Assumption that the SSI office will be relocated by July 2024 in line with SSI office lease termination by the landlord. Funding for an office move will be required. Discussion regarding current leased space on Galiano will take place with Galiano trustees to determine if retaining the office space is of value.	TC Policy 7.4.4 On-Island Trustee Offices. Existing multi-year office leases. Cost estimates for the planned SSI office relocation.
16	**Planning Services**	Assumed that Islands Trust Council will continue to provide sufficient funding for LTCs to carry out their primary function of land-use planning and regulatory activities within their local trust area, as permitted by the *Islands Trust Act.* OCP and LTC project budgets are distributed between LTCs as they seek funding for various projects. Smaller projects with estimated costs less than $5,000 continue to be funded by the lump sum budget for LTC project work, which LTCs can draw from throughout the year.	Local Planning Services Review 2018 TC's Strategic Plan 2018-2022 TC Policy 5.9.1 Best Management Practices for Delivery of Local Planning Services to Local Trust Committees

		The following principles will guide decisions on LTC projects in the budget cycle: • OCP and LTC projects with estimated costs greater than $5,000 will require a funding request from the LTC, for consideration by Trust Council. • Similar projects (e.g., OCPs) will be consolidated for efficiencies where feasible. • Proposed projects will not be funded unless there are sufficient staff resources to implement them.	
17	**Planner Resource Allocation**	Assume planner resource allocation will be allocated in accordance with Trust Council policy 6.2.1 (Priority Setting/Review Guidelines) and Trust Council 6.7.1 (Work Program, FUAL, and Priorities Report)	LPS Review 2018 TC's Strategic Plan 2018-2022 Implementation TC Policy 6.2.1 Priority Setting/Review Guidelines and TC Policy 6.7.1 Work Program, Follow-up Action List and Priorities Report
18	**Strategic Plan Projects**	Assumed projects underway that were endorsed at June 2023 TC, as part of the current strategic plan will be seen through to completion, potentially requiring funding in 2024/25.	TC's Strategic Plan 2018-2022
19	**Elections**	No Election in the year.	
20	**First Nations Reconciliation**	The principle of reconciliation should be embraced across all levels of work at Islands Trust. To facilitate this in the budget cycle, all business cases will include consideration of First Nation engagement needs and opportunities to advance reconciliation.	Business cases submitted during the budget cycle.
21	**Community Communications and Engagement**	The principle of communication with community and public engagement are important to Islands Trust, as such all business cases will include consideration of public engagement and communication needs.	Business cases submitted during the budget cycle.
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
20	**General Surplus**	Assumed that general surplus will be used to reduce tax burden leaving the general revenue surplus at the minimum level under Trust Council Policy.	*TC policy 6.5.1 Reserves and Surplus*, section D.6, amended, recommends a minimum level of General Revenue Surplus as "*2.4 months (or 20%) of expenses net of 2.4 months of revenue, excluding revenue from property taxes or the provincial grant*".
21			

	LTC-Specific Reserve Fund	Assumed Trust Council will continue to make use of the LTC-Specific Reserve Fund.	Estimate from Direct, Planning Services based on known and anticipated projects.
22	**Special Property Tax (SSIWPA) Surplus Fund**	Unknown at this time if the SSI LTC unspent special property tax balance at fiscal 2024 end will be requested for spending in the 2024/25 budget.	Previous TC resolution #2020-086 SSI LTC to provide resolutions related to SSIWPA as they are determined. SSI LTC has put forward 3 business cases for projects requesting funding from the SSIWPA reserve fund.
23	**Significant Unusual Circumstances**	Assumed significant unusual circumstances identified in the budget development cycle will be addressed as required.	None identified.

Resolutions Referenced, in order of mention:

ITC-2023-018
that the Islands Trust Conservancy (ITC) Board direct staff to prepare an ITC Budget request, including the following items, and to return to the ITC Board for review in July:

- *Inclusion of Species at Risk Program grant commitments, totaling $220,000;*
- *An increase to the property management budget of $6,210 to reflect new nature reserves and covenants;*
- *An increase to the travel budget of approximately $1,000 to accommodate additional travel needs for newly acquired remote covenants;*
- *Consideration of further increases to the budget to accommodate increasing property management needs; and,*
- *Development of a business case for the second year of First Nations engagement associated with development of the 2026-2030 ITC Five-Year Plan.*

ITC-2023-019
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.

TC 2020-086
THAT Trust Council authorize the Salt Spring Island Local Trust Committee to use unspent special property tax requisition funds from previous fiscal years to undertake water sustainability projects that do not require coordination through the local trust committee's (LTC's) delegated authority under Trust Council Bylaw No. 154.

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 13, 2024
From:	Financial Planning Committee	**Date Prepared:**	February 22, 2024
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 BAP document has been used as a guide in putting together the draft 2024/25 budget as much as possible.

Financial Planning Committee (FPC) has reviewed the draft budget four times since its initial drafting, at its meetings in October, November, January and February. FPC has directed the following changes to the budget throughout the budget cycle:

2024-06
that Financial Planning Committee adopt option #3 in regards to the Policy Statement Amendment Project business case and recommend to the Executive Committee to make the necessary changes to the Project Charter. [This resulting in an increase to the budget of $30,000]

2024-08
that Financial Planning Committee request staff to add a line item for the Chief Administrative Officer Hiring Committee with a budget allowance of $75K for the process as needed.

2024-014
that Financial Planning Committee amend the draft budget for FY 2024/25 by reducing the following line items by the amount indicated:
1. *contingency fund - $5,000;*
2. *Islands Trust Conservancy ecosystem mapping - $18,000;*

3. *office supplies - $3,000;*
4. *trustee office for Galiano - $5,500;*
5. *stewardship education - $15,000;*
6. *history and heritage grants in aid - $10,000;*
7. *Salt Spring Office relocation - $50,000;*
8. *legal litigation - $35,000;*
9. *secretariat services - $10,000;*
10. *Executive Committee expenses - chairs of local trust committees - $10,000;*
11. *Manager of Protected Areas - $27,000; and*
12. *Geographic Information Systems coordinator - $15,000.*

Spending levels in the draft budget have been reduced by a net $125,500 as a result of these FPC-directed changes.

Trust Council (TC) has reviewed the draft budget once, at their December meeting. This will be Trust Council's second budget review, with the goal of reaching budget approval.

The various bodies at Islands Trust have contributed to the budget draft as follows:

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 for their planned work.
Local Trust Committees (LTCs)	LTCs have submitted business cases for their funding requests valued at over $5,000. Smaller projects will continue to be funded from a pool of funds designated from the LTC reserve fund, as is historical practice.
Islands Trust Conservancy Board (ITCB)	The ITCB has met and reviewed their budget requests, including review of departmental/operational costs and funding for projects and new initiatives. Business cases have been submitted for significant new funding requests.
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. 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, amended for the FPC-directed changes.

SUMMARY OF DRAFT BUDGET RESULTS

The draft 2024/25 budget contains the following:

- Total proposed planned spending of $10.9M, made up of:
    - Operating budget $9.6M (excluding amortization expense)
    - Projects budget $958,000
    - Capital budget $347,000
- Grant funding (and related expenses) included in the budget totals $834,000.
- A proposed 5.5% general tax increase to local trust areas (exclusive of NMC)
- A proposed 10.8% general tax levy increase to Bowen Island Municipality (exclusive of NMC)
- A proposed draw from the General Revenue Surplus Fund of $372,000
- A proposed draw from the LTC Project Reserve Fund of $219,000.
- A proposed draw from the SSI Special Property Tax Requisition Reserve Fund of $73,000.

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. However, actual spending in 2022/23 represents a two year gap between 2024/25. As such, it can be more useful to compare the draft 2024/25 budget to the approved 2023/24 budget and 2023/24 forecast.

Comparison to the most recently completed financial forecast (2023/24) – A comparison to the most recently completed financial forecast can also be helpful to inform real spending trends, assuming forecasts are reasonable in nature and represent near-accurate spending the current year. At the end of quarter three, Islands Trust spending is forecasted to be approximately 3% below budget.

The draft **operating budget** has increased by $681,000 (8%) over the current year approved budget and $906,000 (10%) over the current year forecasted spending. The largest factors contributing to these changes are as follows:

Expense	Increase (decrease) over 2023-24 approved budget	Increase (decrease) over 2023-24 Forecast
Software Support and Licensing	53,000	49,000
Technical Support	40,000	40,000
Contracted Temporary Staffing	18,000	(26,000)
ITC Property Management	6,000	16,000
Legal – general	26,000	(1,000)
Legal – bylaw enforcement litigation defense	(4,000)	(38,000)
Legal – litigation defence	(31,000)	3,000
Executive Expenses on LTCs	15,000	(2,000)
LTC Meeting Expenses	23,000	(1,000)
Meeting Expense	14,000	6,000
Office – Lease Costs	26,000	2,000
Recruitment & Labour Relations	75,000	75,000
Salaries and Benefits	404,000	721,000
Training & Conferences	13,000	5,000
Travel for Training	15,000	(1,000)
Travel	16,000	(4,000)
Trustee Remuneration	21,000	24,000

The draft **projects budget** has increased by $528,000 (123%) over the current year forecast due primarily to increased work focused on housing (needs assessments, strategy development, toolkits), LTC major projects for OCPs, housing and work with First Nations groups, the policy statement, 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 $198,000 (133%) over the current year forecast primarily due to the planned SSI office relocation, and increases in computer hardware and software costs related to the conversation to MS365.

DRAFT 2024/25 BUDGET - OVERVIEW

PLANNED EXTERNAL 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 $8.5M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 6.0% ($479,000). This amount is comprised of:

- A proposed base tax increase of 5.5% ($443,000) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 0.5% ($37,000) across Local Trust Areas (LTAs) to account for the Non-Market Change (NMC) factors, which is an increase to the tax base for new construction, developments, changes in land-use. This figure is based on the NMC factor as of December 31, 2023 as reported by BC Assessment.

Bowen Island Municipality (BIM) Taxes:

The BIM tax requisition is calculated at approximately $387,000 in the draft budget. This is a total increase over last year's budget of 11.9% ($41,000). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 10.8% ($37,000) from the existing tax base; plus
- An estimated 1.1% ($3,700) generated from new tax base associated with NMC factors. This figure is based on NMC factor as of 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 $834,000, broken down as follows:

- Provincial Annual Unrestricted Grant - Operating
  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.
- Provincial Restricted Grant – First Nations Engagement
  A restricted provincial grant of $150,000 was received in fiscal 2023-24 for First Nations Engagement. Of this amount, $77,000 is expected to be spent in 2024-25 and as such, has been recognised as grant revenue in the draft 2024-25 budget.
- Provincial Restricted Grant – Housing Legislation Implementation
  A restricted provincial grant of $127,336 was received in fiscal 2023-24 to fund the implementation of legislative changes associated with housing initiatives. The full $127,336 is expected to be spent in 2024/25 on housing needs assessments for the Trust Area and as such the full amount has been recognized as grant revenue in the draft 2024-25 budget.
- Provincial Restricted Grant – Local Government Climate Action
  A restricted provincial grant of $38,000, received under the Local Government Climate Action program. This grant may be used to pay for any work related to climate adaptation or mitigation. This grant is awarded to Islands Trust as signatories to the BC Climate Action Charter.
- Provincial Restricted Grant – Complete Communities
  A restricted provincial Complete Communities grant of $150,000 was received in fiscal 2023-24. Of this amount $126,000 is expected to be spent in 2024-25 for the Salt Spring Island Local Trust Committee.
- Federal Restricted Grant – Species at Risk
- 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.
- Federal Restricted Grant – Registered Professional Biologist
  A restricted federal grant from Environment and Climate Change Canada (ECCC) of $65,500. This amount is recognized as revenue in the draft budget, along with the related expenses the grant will pay (costs for a Registered Professional Biologist).
- Contingent Grants
  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 $276,000 (2023/24 - $192,000) based on an estimate calculated using anticipated application volumes, by type and LTC, multiplied by application fees.
- Investment income is budgeted at $260,000 (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 in comparison to historical norms, but will be lower than fiscal 2023/24 actuals. This figure will be reviewed before the final version of the budget travels to Trust Council in December to ensure estimates remain reasonable.

PLANNED EXPENDITURES

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at $6.7M 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 ($)	% of Salaries Budget
Executive Office	Office of CAO, Legislative Services	5.0		**5.0**	$ 654,078	10%
Trust Area Services	Communications, Government Relations, Grants	5.4		**5.4**	609,416	9%
Islands Trust Conservancy	Land Management and Acquisition	7.8	1.0	**8.8**	815,458	12%
Planning & Bylaw Services	Land use Planning, Bylaw Enforcement	33.3	1.0	**34.3**	3,411,282	51%
Administrative Services	Finance, Human Resources, Info Technology	9.1	1.0	**10.1**	1,142,742	17%
Total		60.6	3.0	**63.6**	$ 6,632,977	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 ITC staff (Manager, Protected Areas), budgeted at approximately $65,000 for base salary and benefits. This amount assumes a new hire start date of September 1, reflecting seven months of salaries and benefits expense in the budget. A business case for this new position is included in the agenda package for review.
    - The addition of a 1.0FTE GIS staff (GIS Coordinator), budgeted at approximately $70,000 for base salary and benefits. This amount assumes a new hire start date of August 1, reflecting eight 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 temporary 1.0FTE for a Registered Professional Biologist, funded by a federal grant. This was approved by Trust Council in December 2023 and is valued at $59,500 in salaries and benefits in the budget.

- 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 24 BCGEU staff who will move up ‘steps’ in their range in the fiscal year (3.0% per step per person).
    - An effective up-to 2.25% 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 $1.4M (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 $710,000 in the 2024/25 draft budget (2023/24- $699,000). Factors influencing this figure include the following:

- An anticipated 3.7% increase to base remuneration to adjust for CPI changes, based on the December 2023 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 rate of 5.95% at January 1, 2025 ($22,000).
- Extended benefit premiums have decreased slightly over the prior year, reflecting actual enrollment levels in the plan at single and family rates effective October 2023 ($66,000).
- Employer Health Tax (EHT) remains at 1.95% of base salary, as legislatively required ($12,000).
- 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 GC 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, as resolved by Trust Council at their December 2023 meeting. 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 five in-person meetings.

Executive Committee meeting expenses are budgeted at $5,400 (2023/24- $5,200) which provides funding for approximately four in-person meetings and assumes all other meetings will be held electronically.

Council Committees meeting expenses are budgeted at a total of $3,700 (2023/24 - $8,500) to pay for one in-person meeting of Trust Programs Committee. All other Committees (GC, FPC, RPC, AC) have resolved to meet electronically for all meetings.

LTC-direct expenses total $84,000 (2023/24 - $44,000), which is higher than previous years. Spending trends for all LTCs have been analyzed and budgeted amounts have been updated to reflect current activities levels of each LTC, which are different each term. These costs include travel costs for LTC chairs and trustees, venue rental costs, LTC communications, APC meeting costs, and costs of taking meeting minutes. Budgets for Executive Expense on LTCs, and LTC Meeting Expenses are the largest in LTC direct spending:

- Executive Expense on LTCs ($26,900) is seeing an increase due to elevated costs for EC members traveling to chair their LTC meetings. Due to the home location of EC members and restrictive ferry schedules, many trips to Chair LTC meetings require an overnight stay, increasing costs.
- LTC Meeting Expenses ($36,260) have increased over the previous year due to revised accounting treatment for costs associated with staff travel to meetings. Effective April 1, 2024, staff travel costs to LTC meetings will be expensed to LTC meeting expense accounts rather than general travel accounts. This brings the accounting treatment for these costs in line with accounting treatment for

staff travel to other public meetings such as Trust Council and Council Committees. General travel accounts have been reduced to offset this increase.

LTC project expenses in the budget total $567,000 (2023/24- $330,000) for LTC projects which includes an allowance for upcoming, currently unknown LTC projects ($36,500) and projects funded from special tax reserve ($73,000), and amounts for specific projects ($457,000). A breakdown of LTC project funding requests is as follows:

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	31,500	
SSI:OCP and LUB Review	222,000	
SSI: Ganges (Shiya'hwt/SYOW̲ T) Village Area Plan	86,500	$ 457,000
Minor Projects:		
Pool for Allocation to LTCs in Year		$ 36,500
SSI LTC projects proposed for funding from Special Tax Reserve Funds:		
SSIWPA Plan Coordination	$ 55,000	
SSI Groundwater Sustainability Strategy	16,500	
SSI Proof of Water - Subdivision	1,500	$ 73,000
Total planned spending on LTC projects		$ 566,500

In recent history, LTC projects not supported by grants 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 $114,000 which is not enough to cover all planned projects. A transfer from the GRSF of $105,000 to the LTCPSRF is planned for 2024/25 to increase the available balance to $219,000. This amount has been included in the budget as a draw from reserve to partially pay for LTC projects. The remaining balance is paid for by a grant awarded to the SSI LTC.

The Director of Planning Services has 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 $815,000), amount to $325,000 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 $505,000 (2023/24- $475,000). Main staff office spaces remain in Victoria, on Gabriola Island, and on Salt Spring Island. A smaller trustee office on Galiano Island, used by trustees, planning staff, and other agencies for meetings with members of the public no longer has funding in the draft budget, as directed by FPC. Staff asked the Galiano LTC members if they find value in the office for purposes of conducting their work. Trustee Gauverau uses the office 1-2 times per week, Trustee Mabberly does not use the office, and LTC Chair Peterson uses the space about once per month when on the island for LTC meetings. Staff occasionally use the space but have acknowledged historically that their work can be conducted via other means if required, similar to other islands without offices.

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 $10,000 (2023/24 - $10,000). This budget line is for hiring contractors who assist in addressing Freedom of Information requests when volumes are high ($5,000), and contractor who advise on records management initiatives ($5,000).

Recruitment & Labour Relations has a budget of $96,000 (2023/24 – $21,000) which includes $75,000 for a recruitment firm to replace the CAO, and $21,000 for advertisements for job postings and contracted human resource assistance from the Public Service Agency.

Payroll Processing is budgeted at $20,000 (2023/24 – $20,000) reflecting expenses paid to the public service agency for processing staff payroll.

Insurance costs have decreased and are budgeted at $198,000 (2023/24- $208,000), based on actual premiums for insurance coverage with the Municipal Insurance Associated of British Columbia. The bulk of our insurance premiums pay for General Liability and Errors and Omissions insurance coverage, which provides professional liability coverage for staff and directors liability coverage for trustees.

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 historical levels of enforcement on the islands.
- Legal Litigation is budgeted at $42,000 (2023/24 - $72,000) which is less than estimates of legal fees associated with existing and potentially forthcoming 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. FPC has directed a lower budget for legal litigation, with the assumption that excess spending above budget can be funded by an additional draw from surplus in the year as required.

Software Support and Licensing expenses are budgeted at $204,000 (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

- $5,000 in new costs for property management software for ITC
- $3,000 in new costs for file transfer service (i.e.: Dropbox)
- $9,000 in increases to annual renewal fees for already in-use software systems.

Computer Hardware and Software expenses have been budgeted at $182,000 (2023/24- $129,000) which includes costs for the following:

- $24,000 for technical support that will be capitalized as hardware cost to prepare IT server environment for MS 365
- $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
- $68,000 for the purchase of 34 new computers (14 Laptops, 15 Desktops and 5 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 line where costs for backfilling staff vacancies with contractors can be recorded, or where hired professional consultant costs can be recorded. These costs have been estimated in the draft budget at $20,000 (2023/24 - $3,000) to pay for planned contractor time related to the installation of new GPS software for ITC.

Strategic plan projects with budget funding requests reflect the initiatives approved by Trust Council as part of their strategic plan, and amount to $291,000 (2023/24- $159,000), broken down in the following list:

- Reconciliation Action Plan* $ 25,000
- Policy Statement Amendment $ 81,000
- Stewardship Education Program $ nil
- Secretariat Services $ 5,000
- Housing Needs Assessment North/South Gulf Islands $ 127,336
- Housing Strategy and Housing Options Toolkit $ 30,000
- First Nations Engagement Plan (ITC)* $ 20,000
- 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 significant staff-requested initiatives arising from their assessment of operational needs and areas of continued improvement, and amount to $381,000 (2023/24 - $163,000) broken down in the following list:

- Cityview: Bylaw Portal $ 90,000
- Building Footprint Data Update $ 10,000
- SSI Office Relocation $160,000
- MS 365 Upgrade $120,500

PLANNED SURPLUS FUNDING

The proposed budget shortfall of $664,000 is proposed to be funded with draws from surplus and reserve funds:

- A draw from the general revenue surplus fund (GRSF) of $371,500 is included in the draft budget: allocated to the following initiatives:
    - SSI office relocation $ 160,000
    - MS365 Conversion $ 120,500
    - Policy Statement Amendment $ 81,000
    - First Nations Engagement Plan $ 10,000
- 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 that are not funded by grants.
- A draw from the SSI special tax requisition reserve fund (i.e.: SSIWPA reserve) of $73,000 is included in the draft budget to pay for three proposed projects related to watershed management. These projects must fall within Bylaw 154 to be funded from this reserve fund, unless the SSIWPA project is completed, at which point unspent funds can be used for an alternate purpose at the direction of Trust Council. This is directed by TC policy.

Staff have used the third quarter financial forecast and draft budget figures to estimate the balances that may remain in the General Revenue Surplus Fund (GRSF) and the LTCPSRF at the end of 2024/25 based on the draft budget figures:

- GRSF: Estimated balance of $1.86 versus recommended policy minimum of $1.89M.
- LTCPSRF: Estimated balance of $800. There is no recommended policy minimum for this fund, however staff ensure there are enough funds in this fund for planned LTC work in any given year, by including transfers from the GRSF in the financial plan bylaw that Trust Council approves each year.

ATTACHMENT(S): (attached to the budget changes BRF)

1. Draft Budget by Functional Area
2. 2024/25 Numeric Budget Detail
3. Grant Summary
4. Strategic and Operational Initiatives List
5. New Staffing Requests List
6. LTC Projects List
7. Surplus Allocations

FOLLOW-UP: As directed.

Prepared By: Finance Officer
Director, Administrative Services
Reviewed By: CAO
FPC/February 21, 2024

DRAFT **Annual Budget For The Fiscal Year Ending March 31, 2025**

	DRAFT **Annual Budget**
REVENUE	
Application Fees	$ 275,500
Provincial Grant - Unrestricted	180,000
Federal and Provincial Grants - Restricted	653,919
General Property Tax Levy - All LTAs	8,525,270
Special Property Tax Requisition - SSI LTA	-
Municipal Property Tax Levy - Bowen Island	387,077
Investment and Other Income	260,000
Other Income and Grants	-
Total External Revenue	**10,281,766**
EXPENSES	
Council Services	
Trust Council	$ 432,309
Executive Committee	138,624
Trust Area Services	684,730
General Administration Allocation - 15%	429,151
	1,684,814
Local Planning Services	
Local Trust Committees & Programs	$ 1,312,030
Planning Staff & Facilities	4,086,056
Bylaw Enforcement	529,797
General Administration Allocation - 71%	2,025,985
	7,953,868
Islands Trust Conservancy	
Board and Property Management Costs	$ 252,140
Conservancy Staff and Associated Costs	888,578
General Administration Allocation - 14%	389,866
	1,530,584
General Administration	
Senior Management	$ 619,513
Financial, Human Resource, and Information Services	757,460
Information Services	835,117
Office Operations	222,210
Amortization Expense	224,000
General Administration Departmental Cost Recovery	(2,845,001)
	(186,700)
TOTAL OPERATING & PROJECTS EXPENSES	**10,982,566**
Plus capital purchases	186,700
TOTAL OPERATING, PROJECTS + CAPITAL EXPENSES	**11,169,266**
ANNUAL SURPLUS (DEFICIT)	**(887,500)**
Adjust for non-cash item: amortization	224,000
ADJUSTED ANNUAL SURPLUS (DEFICIT)	**(663,500)**
Funded by:	
Transfer from General Revenue Surplus Fund	371,500
Transfer from Local Trust Committee Project Reserve Fund	219,000
Transfer from Special Tax Requisition Fund	73,000
NET SURPLUS (DEFICIT) AFTER TRANSFERS	**(0)**

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2024/25

(0)

		2022/23	2023/24			2024/25	Budget-Budget Comparisons		Budget-Forecast Comparisons		Budget-Actual Comparisons	
		ACTUALS *elections*	BUDGET	Q3 Forecast		Draft BUDGET	Budget Change $	Budget Change %	Change $	Change %	Draft budget vs 2023 actuals	Draft Budget vs 2023 actuals % change
REVENUE												
	442,531	199,570	192,000	*268,000*		**275,500**	83,500	43%	7,500	3%	75,930	38%
Provincial Grant - Unrestricted		228,000	180,000	*180,000*		**180,000**	-	0%	-	0%	(48,000)	-21%
Provincial Grant - FN Engagement		-	-	*40,000*		**77,000**	77,000	0%	37,000	93%	77,000	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)		-	-	*24,000*		**126,000**	126,000	0%	102,000	425%	126,000	0%
Provincial Grant - BC Active Transportation Grant (SSI LTA)				*25,000*		-	-	100%	(25,000)	-100%	-	100%
Provincial Grant - LG Development Applications		193,857	147,795	*148,000*		-	(147,795)	-100%	(148,000)	-100%	(193,857)	-100%
Provincial Grant - Restricted - Housing Initiatives						**127,336**	127,336	0%	127,336	0%	127,336	0%
Provincial Grant - Restricted (HWI/IWI)		3,851	22,000	*34,000*		-	(22,000)	-100%	(34,000)	-100%	(3,851)	-100%
Federal Grant - Restricted (ITC SAR)		238,500	220,000	*220,000*		**220,000**	-	0%	-	0%	(18,500)	-8%
Federal Grant - Restricted - ECCC				-		**65,500**	65,500	0%	65,500	0%	65,500	0%
Contingent Grants - Projects		7,314	1	-		**1**	-	0%	1	0%	(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%
5.50%	Property Tax Levy - LTA General Increase		150,642			**442,531**	291,890	194%	442,531	0%	442,531	0%
0.5%	Property Tax Levy - LTA NMC Increase		585,520			**36,714**	(548,806)	-94%	36,714	0%	36,714	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%
10.8%	Property Tax Levy - Bowen General Increase		980			**37,387**	36,406	3713%	37,387	0%	37,387	0%
1.1%	Property Tax Levy - Bowen NMC Increase		21,239			**3,702**	(17,537)	-83%	3,702	0%	3,702	0%
	Investment Income	169,393	133,000	*313,000*		**260,000**	127,000	95%	(53,000)	-17%	90,607	53%
	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	*9,727,000*		**10,281,766**	951,457	10%	554,766	6%	1,507,446	17%
EXPENSES												
Amortization expense		177,337	178,000	*169,000*		**224,000**	46,000	26%	55,000	33%	46,663	26%
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%	-	0%	(6,000)	-100%
Audit		20,660	21,000	*26,000*		**22,000**	1,000	5%	(4,000)	-15%	1,340	6%
Bank Charges & Interest		2,376	3,500	*4,000*		**3,500**	-	0%	(500)	-13%	1,124	47%
Board of Variance		1,332	1,200	*1,000*		**1,200**	-	0%	200	20%	(132)	-10%
Committee Meeting Expense - FPC		78	-	-		-	-	0%	-	0%	(78)	-100%
Committee Meeting Expense - RPC		452	1,000	*2,000*		-	(1,000)	-100%	(2,000)	-100%	(452)	-100%
Committee Meeting Expense - TPC		3,709	2,000	-		**3,700**	1,700	85%	3,700	0%	(9)	0%
Committee Meeting Expense - Governance		-	3,000	*3,000*		-	(3,000)	-100%	(3,000)	-100%	-	0%
Committee Meeting Expense - Accessibility*		-	2,500	*1,000*		-	(2,500)	-100%	(1,000)	-100%	-	0%
Communications and ITC Fundraising		44,128	73,500	*73,000*		**73,000**	(500)	-1%	-	0%	28,872	65%
FN Protocol Funds		225	-	-		-	-	0%	-	0%	(225)	-100%
SW Support and Licensing		92,806	150,200	*155,000*		**203,600**	53,400	36%	48,600	31%	110,794	119%
Internet		46,991	46,300	*46,000*		**46,700**	400	1%	700	2%	(291)	-1%
Technical Support		79,029	60,000	*60,000*		**100,000**	40,000	67%	40,000	67%	20,971	27%
Meeting Streaming Services		17,172	15,000	*15,000*		**15,000**	-	0%	-	0%	(2,172)	-13%
Contingency		-	5,000	*5,000*		-	(5,000)	-100%	(5,000)	-100%	-	0%
Contracted Temporary Staffing		90,339	2,500	*46,000*		**20,000**	17,500	700%	(26,000)	-57%	(70,339)	-78%
Elections - General		157,631	-	-		-	-	0%	-	0%	(157,631)	-100%
Elections - By-elections		-	7,000	*7,000*		-	(7,000)	-100%	(7,000)	-100%	-	0%
Insurance		198,517	208,150	*213,000*		**198,300**	(9,850)	-5%	(14,700)	-7%	(217)	0%
ITC - Board Honoraria		6,350	7,000	*6,000*		**7,000**	-	0%	1,000	17%	650	10%
ITC - Board Meeting Expense		2,867	1,425	*2,000*		**2,850**	1,425	100%	850	43%	(17)	-1%
ITC - Board Training & Conferences		1,484	1,600	*1,000*		**1,600**	-	0%	600	60%	117	8%
ITC - Property Management		119,106	159,930	*150,000*		**166,140**	6,210	4%	16,140	11%	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	*13,000*		-	(18,000)	-100%	(13,000)	-100%	-	0%
Land Title Registrations		3,412	3,900	*3,000*		**4,750**	850	22%	1,750	58%	1,338	39%
Legal - general		88,071	69,998	*97,000*		**96,100**	26,101	37%	(900)	-1%	8,029	9%
Legal - bylaw enforcement litigation		65,859	80,000	*114,000*		**75,700**	(4,300)	-5%	(38,300)	-34%	9,841	15%
Legal - litigation defence		188,814	72,356	*39,000*		**41,800**	(30,557)	-42%	2,800	7%	(147,014)	-78%
LTC "Trustee Expenses"		1,889	4,500	*4,000*		**4,430**	(70)	-2%	430	11%	2,541	134%
LTC "Executive Expense on LTC's"		15,914	12,000	*29,000*		**26,900**	14,900	124%	(2,100)	-7%	10,986	69%
LTC Meeting Expenses		29,652	13,000	*37,000*		**36,260**	23,260	179%	(740)	-2%	6,608	22%
LTC Local Exp APC Meeting Expenses		3,723	4,860	*9,000*		**9,500**	4,640	95%	500	6%	5,777	155%
LTC Local Exp Communications		4,988	5,000	*9,000*		**6,850**	1,850	37%	(2,150)	-24%	1,862	37%
LTC Local Exp Special Projects		242	4,750	*1,000*		-	(4,750)	-100%	(1,000)	-100%	(242)	-100%
Meeting Expense		82,117	122,975	*131,000*		**137,400**	14,425	12%	6,400	5%	55,283	67%
Memberships		15,306	16,440	*16,000*		**19,000**	2,560	16%	3,000	19%	3,694	24%
Notices - Statutory & Non-Statutory		16,167	17,850	*17,000*		**17,000**	(850)	-5%	-	0%	833	5%
FOI & Records Management*		-	10,000	*3,000*		**10,000**	-	0%	7,000	233%	10,000	0%
Office - Lease costs		426,537	421,800	*446,000*		**448,000**	26,200	6%	2,000	0%	21,463	5%
Office - outside services		54,241	53,500	*60,000*		**57,200**	3,700	7%	(2,800)	-5%	2,959	5%
Postage, Courier & Delivery		6,812	9,050	*8,000*		**7,800**	(1,250)	-14%	(200)	-2%	988	15%
Recruitment & Labour Relations		16,820	21,000	*21,000*		**96,000**	75,000	357%	75,000	357%	79,180	471%
Payroll Processing*		-	19,500	*22,000*		**19,500**	-	0%	(2,500)	-11%	19,500	0%
Safety		4,840	5,000	*5,000*		**7,040**	2,040	41%	2,040	41%	2,200	45%
Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS		2,246,658	2,642,038	*2,462,000*		**2,877,385**	235,346	9%	415,385	17%	630,727	28%
Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS		570,058	671,078	*641,000*		**730,856**	59,778	9%	89,856	14%	160,797	28%
Sal & Ben - Salaries - Planners & RPMs		1,240,487	1,519,311	*1,499,000*		**1,593,281**	73,970	5%	94,281	6%	352,793	28%
Sal & Ben - Benefits - Planners & RPMs		313,071	385,905	*367,000*		**404,693**	18,788	5%	37,693	10%	91,623	29%
Sal & Ben - Salaries - Planning Support		427,850	499,616	*440,000*		**497,794**	(1,822)	0%	57,794	13%	69,944	16%
Sal & Ben - Benefits - Planning Support		108,267	126,902	*108,000*		**126,440**	(463)	0%	18,440	17%	18,173	17%
Sal & Ben - Salaries - Bylaw		251,140	306,518	*317,000*		**320,828**	14,310	5%	3,828	1%	69,688	28%
Sal & Ben - Benefits - Bylaw		64,285	77,855	*78,000*		**81,490**	3,635	5%	3,490	4%	17,206	27%
Stationery & Office Supplies		41,580	29,020	*33,000*		**21,300**	(7,720)	-27%	(11,700)	-35%	(20,280)	-49%
Tech Supplies		-	-	-		**9,300**	9,300	0%	9,300	0%	9,300	0%
Subscriptions		5,288	5,360	*10,000*		**7,900**	2,540	47%	(2,100)	-21%	2,612	49%
Telephone		14,011	18,100	*12,000*		**16,100**	(2,000)	-11%	4,100	34%	2,089	15%
Mobile Devices		25,755	29,240	*26,000*		**25,100**	(4,140)	-14%	(900)	-3%	(655)	-3%
Training - Organization-wide		3,006	5,000	*5,000*		**5,000**	-	0%	-	0%	1,994	66%
Training - staff recognition & meetings		11,516	15,800	*10,000*		**11,200**	(4,600)	-29%	1,200	12%	(316)	-3%

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2024/25

(0)

	2022/23	2023/24			2024/25	Budget-Budget Comparisons		Budget-Forecast Comparisons		Budget-Actual Comparisons	
	ACTUALS *elections*	BUDGET	Q3 Forecast		Draft BUDGET	Budget Change $	Budget Change %	Change $	Change %	Draft budget vs 2023 actuals	Draft Budget vs 2023 actuals % change
Training & Conferences	32,699	47,800	*56,000*		**61,150**	13,350	28%	5,150	9%	28,451	87%
Travel for Training	19,901	17,950	*34,000*		**32,850**	14,900	83%	(1,150)	-3%	12,948	65%
Travel	71,255	63,475	*83,000*		**79,370**	15,895	25%	(3,630)	-4%	8,115	11%
Trustee Remuneration	555,215	589,978	*587,000*		**610,870**	20,892	4%	23,870	4%	55,655	10%
Trustee Remuneration - CPP Expense	22,132	20,778	*21,000*		**21,670**	892	4%	670	3%	(462)	-2%
Trustee Remuneration - Health/Dental benefits	47,727	76,550	*63,000*		**65,870**	(10,680)	-14%	2,870	5%	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*		**11,912**	407	4%	912	8%	1,017	9%
Operating Budget Subtotal	***8,199,392***	***9,137,613***	***8,959,000***		**9,864,729**	727,116	8%	905,729	10%	1,665,338	20%
Amortization budget adjustment (not taxed for)		(178,000)			(224,000)	(46,000)	26%				
Net Operating Budget Subtotal	***8,199,392***	***8,959,613***	***8,959,000***		**9,640,729**	681,116	8%	905,729	10%	1,665,338	20%
PROJECTS											
LTA Projects:											
LTA Work Funded by Special requisition (SWIPPA)	59,599	43,500	*2,000*		**-**	(43,500)	-100%	(2,000)	-100%	(59,599)	-100%
LTC Projects funded by Special Requisition Surplus Fund	57,294	-			**73,000**	73,000	0%	73,000	0%	15,706	27%
LTC Projects, partially funded by LTC reserve fund	110,430	286,000	*89,000*		**493,500**	207,500	73%	404,500	454%	383,070	347%
LTC Projects Funded by Approved Grants (590) - SSI LTA	3,851	-	*49,000*		**-**	-	0%	(49,000)	-100%	(3,851)	-100%
LTC Projects Funded by Contingent Grants (590)		1			**1**	-	0%	1	0%	1	0%
								-			
								-			
Strategic Plan Projects								-			
Reconciliation Program	7,219	30,000	*25,000*		**25,000**	(5,000)	-17%	-	0%	17,781	246%
Policy Statement Amendment	67,430	30,000	*14,000*		**81,000**	51,000	170%	67,000	479%	13,570	20%
Stewardship Education Program	10,398	15,000	*8,000*		**-**	(15,000)	-100%	(8,000)	-100%	(10,398)	-100%
Secretariat Services	12,513	12,000	*13,000*		**5,000**	(7,000)	-58%	(8,000)	-62%	(7,513)	-60%
Housing Needs Assessment: North/South Gulf Islands					**127,336**	127,336	424%	127,336	0%	127,336	0%
Housing Strategy and Housing Options Toolkit		30,000	*27,000*		**30,000**	-	0%	3,000	11%	30,000	0%
First Nations Engagement Plan		10,000	-		**20,000**	10,000	100%	20,000	0%	20,000	0%
Governance Committee Project Funds					**3,000**	3,000	0%	3,000	0%	3,000	0%
Indigenous Watersheds Initiative		22,000	*34,000*		**-**	(22,000)	-100%	(34,000)	-100%	-	0%
Housing Initiatives	5,000	-	-		**-**	-	0%	-	0%	(5,000)	-100%
Groundwater Recharge Mapping	72,915	10,000	*1,000*		**-**	(10,000)	-100%	(1,000)	-100%	(72,915)	-100%
						-	0%	-	0%	-	0%
Operational Projects						-	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	*153,000*		**-**	(147,795)	-100%	(153,000)	-100%	(193,857)	-100%
Expense Claim System Upgrades		15,000	*15,000*		**-**	(15,000)	-100%	(15,000)	-100%	-	0%
Projects Total	600,505	651,296	***430,000***		**957,837**	306,541	47%	527,837	123%	357,332	60%
										-	
Total Operating + Projects Expenditures	8,799,897	9,788,909	**9,389,000**		**10,822,566**	1,033,657	11%	1,433,566	15%	2,022,670	23%
CAPITAL											
Computer H/W & S/W	5,000	129,300	*141,000*		**181,700**	52,400	41%	40,700	29%	176,700	3534%
Office - Equipment & Furniture	2,333	5,000	*8,000*		**5,000**	-	0%	(3,000)	-38%	2,667	114%
Office - Relocation					**160,000**	160,000	0%	160,000	0%	160,000	0%
Total Capital Spending	**11,387**	**134,300**	***149,000***		**346,700**	212,400	158%	197,700	133%	335,313	2945%
Total Cash Operating, Projects, Capital Budget	**8,811,283**	**9,745,209**	***9,538,000***		**10,945,266**	1,200,057	12%	1,631,266	17%	2,357,983	27%
Net Surplus (Shortfall)	(36,963)	(414,900)	*189,000*		**(663,500)**	(248,600)	60%	(852,500)	-451%	(850,537)	2301%
Surplus (deficit)	**(36,963)**	**(414,900)**	***189,000***		**(663,500)**	(248,600)	60%	(852,500)	-451%	(850,537)	2301%
Funded by:											
Change in Amounts invested in Tangible Capital Assets	75,719	0	(52,600)		-						
Transfer from (to) General Revenue Surplus Fund	(98,764)	231,000	(183,400)		**371,500**						
Transfer from (to) LTC Project Specific Reserve Fund	3,116	183,900	89,000		**219,000**						
Transfer (to) from Special Tax Requisition Fund	56,892	0	(42,000)		**73,000**						
Net Balance	**(0)**	**0**	-		**(0)**						

ISLANDS TRUST
2024/25 GRANT REVENUE SUMMARY

Background: The draft 2024/25 budget includes several sources of external grant revenue. These are listed individually in the revenue section of the draft budget. Related expenses that these grants will pay for are included in their appropriate budget line, and as such it may not be as readiliy apparent which expense items are entirely or partially funded by grants. The following will assist with bridging that gap.

GRANT	GRANT REVENUE		EXPENSE PAID FOR
Provincial Grant - Unrestricted	$	180,000	General Operations
Provincial Grant - First Nations Engagement		77,000	LTC Project Engagement ($50K), ITC FN Engagement ($10K), Engagement Training ($17K)
Provincial Grant - Local Government Climate Action Funds		38,082	Conservancy staff salaries
Provincial Grant - Complete Communities (SSI LTA)		126,000	SSI LTC Project (OCP/LUB)
Provincial Grant - Restricted - Housing Initiatives		127,336	Trust-Wide Housing Needs Assessments (legislatively required)
Federal Grant - Restricted (ITC Species at Risk)		220,000	ITC Species at Risk programming
Federal Grant - Restricted - ECCC		65,500	Registered Professional Biologist staff costs
TOTAL	**$**	**833,918**	

Islands Trust
Proposed Strategic Plan Projects
Fiscal Year 2024/25

	DESCRIPTION	AMOUNT	*Funding Source*
STRATEGIC PLAN:			
#4.6	Reconciliation Program	25,000	*taxes*
#3.1, 4.4, 5.6	Policy Statement Amendment	81,000	*surplus*
#4.3	Stewardship Education Program	-	*taxes*
#5.2	Secretariat Services	5,000	*taxes*
	Housing Needs Assessment: North/South Gulf Islands	127,336	*grant*
	Housing Strategy and Housing Options Toolkit	30,000	*surplus*
	First Nations Engagement Plan	20,000	*surplus*
	Governance Committee Project Funds	3,000	*taxes*
Total Proposed Strategic Plan Projects		**291,336**	

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	160,000	*surplus*
	MS 365 Upgrade	120,500	*surplus*
Total Operational Initiatives		**380,500**	
TOTAL STRATEGIC AND OPERATING PROJECTS		**671,836**	

Islands Trust
Proposed Staffing Changes
Fiscal Year 2024/25

CATEGORY	DESCRIPTION	AMOUNT	*Funding Source*
STAFFING, Permanent (P)			
	Manager, Protected Areas (ITC) *(FT, estimated start date September 1), funded by taxes*		
	Salary	51,800	
	Benefits	13,200	
	Travel	3,000	
	Mobile Phone	603	
	Computer - Laptop	2,500	
	Training	1,700	
		72,803	*Taxes*
	New GIS staff *(FT, estimated start date August 1), funded by taxes*		
	Salary	55,900	
	Benefits	14,200	
	Travel	-	
	Mobile Phone	-	
	Computer - Advanced Desktop	2,000	
	Training	1,500	
		73,600	*Taxes*
	Total New Staff (P) Costs	**146,403**	
STAFFING, Temporary (T)			
	Registered Professional Biologist (FT, 10 months) funded by grant		
	Salary	47,500	
	Benefits	12,000	
	Travel	500	
	Mobile Phone (none)	-	
	Computer - Laptop	2,500	
	Training	750	
	Total	**63,250**	*Grant*
	Planning Services Co-op Student *(FT, 4 months), funded by taxes*		
	Salary	17,200	
	Benefits	4,400	
	Pacific Leaders Tuition Grant	1,223	
	Travel	100	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total	**22,923**	*Taxes*
	ITC Species at Risk Co-op Student *(FT, 4 months), funded by grants*		
	Salary	16,300	
	Benefits	3,800	
	Pacific Leaders Tuition Grant	1,000	
	Travel	2,000	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total	**23,100**	*Grant*
	Total New Staff (T) Costs	**109,273**	

ISLANDS TRUST
Fiscal Year 2024/25
PROPOSED 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	31,500	
SSI:OCP and LUB Review	222,000	
SSI: Ganges (Shiya'hwt/SYOW̲ T) Village Area Plan	86,500	**$ 457,000**
Minor Projects:		
Pool for Allocation to LTCs in Year		**$ 36,500**
SSI LTC projects proposed for funding from Special Tax Reserve Funds:		
SSIWPA Plan Coordination	$ 55,000	
SSI Groundwater Sustainability Strategy	16,500	
SSI Proof of Water - Subdivision	1,500	**$ 73,000**
Total planned spending on LTC projects		**$ 566,500**

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	Dept	*BIM Contrib Factor*	$ Credit to BIM
	Allocation of Funding Transferred from General Revenue Surplus Funds:						
Ops	SSI Office Relocation	-	160,000	**160,000**	PS	*0%*	-
Ops	MS 365 Conversion	-	120,500	**120,500**	Admin	*29%*	34,689
Strat	Policy Statement Amendment	16,000	65,000	**81,000**	TC	*100%*	81,000
ITC	First Nations Engagement Plan	10,000	-	**10,000**	ITC	*100%*	10,000
	Total transfer from General Revenue Surplus Fund (GRSF)	26,000	345,500	$ **371,500**			$ 125,689
	Allocation of Funding Transferred from SSIWPA Special Requisition Surplus Funds:						
	SSIWPA Plan Coordination	-	55,000	55,000	LPS - SSI	*0%*	-
	SSI Groundwater Sustainability Strategy	-	16,500	16,500	LPS - SSI	*0%*	-
	SSI Proof of Water - Subdivision	-	1,500	1,500	LPS - SSI	*0%*	-
	Total transfer from SSIWPA reserve fund	-	73,000	$ **73,000**			$ -
	Allocation of Funding Transferred from LTC Project Specific Reserve Fund:						
	Pool for Allocation to LTCs in Year	-	36,500	36,500	LPS	*0%*	-
	Salt Spring Bylaw Review - Procedural Updates (OCP/LUB)	96,000	-	96,000	LPS	*0%*	-
	Salt Spring Ganges Village Area Planning	86,500	-	86,500	LPS	*0%*	-
		182,500	36,500	$ **219,000**			$ -
	TOTAL TRANSFER FROM ALL SURPLUS AND RESERVE FUNDS			**$ 663,500**			

Islands Trust 2024/25 Business Case Summaries

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 LTC – Relationship Building Actions with K'ómoks First Nation
Amount: *$31,500*
Estimated staff hours: 300
Sponsor: Hornby Island Local Trust Committee

This project funding will support staff and elected officials carry out activities to promote and build positive political/governance relationships with K'ómoks First Nation.

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 (+$126,000 – Complete Communities Grant)*
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 findings from the Complete Communities research, 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.

Water Sustainability - Watershed Protection Plan Coordination
Amount: $55,000
Estimated staff hours: 100+
Sponsor: Salt Spring Island Local Trust Committee

Since 2013 the Salt Spring Island Local Trust Committee has funded the coordination of watershed protection work on Salt Spring Island through the Salt Spring Island Watershed Protection Alliance (SSIWPA). In July 2023 the Salt Spring Island Local Trust Committee signalled a desire to see coordination of SSIWPA transfer to the Capital Regional District (CRD). However, the Capital Regional District will not be in a position in the 2024/25 fiscal year to administer a SSIWPA-like entity. As such, the Salt Spring Island Local Trust Committee has resolved to continue leading coordination of the recently-endorsed Salt Spring Island Watershed Protection Plan 2023-2032 in the form of an inter-agency staff working group instead of SSIWPA. Funding will be to host large meetings, facilitate engagement, and to seek contractor assistance to either a) develop a terms of reference for a Drinking Water and Watershed Protection Service; or b) Support watershed governance decision-making process.

Water Sustainability - Monitoring
Amount: $16,500
Estimated staff hours: 86
Sponsor: Salt Spring Island Local Trust Committee

This project will support Salt Spring Island Local Trust Committee staff as they work with agencies and local organizations to identify a path forward to maintain the existing ground water monitoring program established by the Salt Spring Island Local Trust Committee through the Salt Spring Island Watershed Protection Alliance. The funds are primarily to ensure that there is funding available where removal of an existing water monitor requires the assistance of a certified pump installer. Funding may also be needed for routine maintenance of the monitoring stations, which are approximately mid-way through their expected lifespans.

Water Sustainability – Proof of Water
Amount: $1,500
Estimated staff hours: 80
Sponsor: Salt Spring Island Local Trust Committee

This project is primarily a technical amendment to the Salt Spring Island land use bylaw to align with the Water Sustainability Act, Groundwater Protection Regulation, Professional Governance Act and associated guidelines established by the Province. The project has been reviewed by Salt Spring Island Watershed Protection Alliance's Technical Working Group and staff from the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD). Proposed project spending includes hosting a Community Information Session and Public Hearing for drafted bylaw (Bylaw No. 532).

Trust Council Initiatives

Secretariat Services Program
Amount: *$15,000* (BIM contributes) (FPC recommends $5,000)
Estimated staff hours: 100
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 (FPC recommends $0)
Amount: *$15,000* (BIM contributes)
Estimated staff hours: 275
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

Amount: *$81,000* (BIM contributes)
Estimated staff hours: 1500+
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, three phases of early 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, Trust-wide engagement including a professionally, third-party designed survey, virtual community workshop, and legal review of the revised Policy Statement.

Housing Needs Reports
Amount: *$127,336* (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.

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 Trust Council's Housing Strategy Action Plan and to maintain the Housing Options Toolkit.

Islands Trust Conservancy Board Initiatives

Islands Trust Conservancy (ITC) Plan: First Nations Engagement Project

Amount: *$20,000* (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. In January 2024, the Minister directed ITC to engage with First Nations in development of the ITC Plan prior to bringing the plan forward for approval. 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.

Protected Area Management Software Purchase and Implementation

Amount: *$20,000* (BIM contributes)
Estimated staff hours: 240
Sponsor: Islands Trust Conservancy Board

The Islands Trust Conservancy (ITC) is experiencing a growth in the number of properties and the complexity of protected area management and other issues, but staff do not have adequate software to manage information about protected areas and associated management action. This proposal is to hire a contractor to assist the Islands Trust with selecting and implementing new software, and for software licencing costs. As a cost-efficient approach, (ITC) staff have been trying to use Islands Trust's existing mapping database, *TAPIS Info*, to store, organize, and run reports on protected area management information, even though the structure and functionality of this software is cumbersome for this purpose. The current software results in an inefficient use of staff time, hampers quality corporate and long-term financial planning, and is negatively affecting staff morale. Information Services staff have advised ITC staff that ITC will need to migrate to an off-the shelf database product at some point as *TAPIS Info* is not a long-term solution to ITC's key functional need for supporting ongoing property data tracking.

Staffing Requests

Geographical Information Systems (GIS) Coordinator – 1.0 FTE
Amount: *$91,200* (BIM contributes) (FPC recommends $73,600)
Estimated staff hours: 90
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.

Protected Areas Manager - 1.0 FTE
Amount: *$104,667* (BIM contributes) (FPC recommends $72,803)
Estimated staff hours: 90
Sponsor: Islands Trust Conservancy Board

Management of Islands Trust Conservancy's protected areas (34 nature reserves and 79 conservation covenants covering 706 ha and 677 ha respectively) is becoming increasingly complex due to impacts of climate change; increased issues associated with invasive species, degraded ecosystems, and species at risk stewardship; commitments to engage First Nations in management activities; increases in the number of new landholders and new neighbours; and increasing recreation in nature reserves. The ITC has reached or exceeded the capacity of staff to manage and monitor properties, and respond to breaches and trespasses while also working towards strategic goals and objectives expected by the ITC Board and Trust Council, including research and policy work to address topics such as wildfire prevention, risk management, climate change impacts. Due to having eight direct reports that span a range of specialties, the ITC Manager has insufficient time available to deliver on projects such as engagement with First Nations on the Islands Trust Conservancy Plan, and corporate planning work. This proposal is to add a new Protected Areas Manager position to address the service shortfall.

Operational Initiatives

Building Footprint Layer Update in Mapping System
Amount: *$10,000* (BIM contributes)
Estimated staff hours: undetermined
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: undetermined
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* (FPC recommends $160,000)
Estimated staff hours: 450
Sponsor: Executive Committee

The Salt Spring Island office lease has been terminated effective July 24, 2024. All feasible opportunities are being explored. All options being explored 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: *$120,500* (BIM contributes)
Estimated staff hours: undetermined
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.

Executive Search for Chief Administrative Officer

Amount: *$75,000* (BIM contributes)
Estimated staff hours: 97
Sponsor: Chief Administrative Officer Hiring Committee

The Islands Trust plans to engage an executive search firm to assist Trust Council in reviewing the job description, developing a hiring strategy, searching for applicants for the position of Chief Administrative Officer, developing and conducting interviews, making an offer, and assisting with assessment during probationary period.

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	February 21, 2024
From:	**Executive Committee**	**Date Prepared:**	February 7, 2024
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 budgeting: FY2020: $4,500 FY2021: $0 FY2022: $0 FY2023: $6,000 FY2024: $0 budgeted 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 budgeting: FY2020 : $2,035 FY2021: $13,485 FY2022: $7,150 FY2023: $5,950 FY2024: $2,250 YTD The recently increased LTC fees bylaw have resulted in increased application fees.

Potential funding request	2024/25 Amount proposed	Notes
Reconciliation	$25,000	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** 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	$81,000	**Attachment 2. Business Case**

Potential funding request	2024/25 Amount proposed	Notes
Bylaw Portal Licensing and Implementation Project	$90,000	**Attachment 3. Business Case** 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** Ongoing, development of potential for 3 lease sites and 1 purchase site.
Microsoft 365	$120,500	**See attached report for context of proposed spend**
Geographic Information System Staffing Request	$91,200	**See attached Business Case** 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 through a private contractor.

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):

i. Building Footprint GIS Data Layer Update Business Case
ii. Policy Statement Amendment Project Business Case (updated)
iii. Bylaw Portal Licensing and Implementation Project Business Case
iv. Salt Spring Office Relocation Business Case (updated)
v. Microsoft 365 Business Case
vi. Geographic Information Systems Staffing Request

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.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: Russ Hotsenpiller, CAO/February 15, 2024

Islands Trust

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 $81,000

FY 25/26 $13,000 estimated
FY 26/27 $ depends on implementation plan not yet developed

Total: $94,000 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: _____**

Revised (Option 3) Budget Breakdown:
-$26,000: Implementation of Communications Strategy (design, development and distribution of engagement materials and supports, promotional ads, mail-outs, etc.)
-$50,000: Public Engagement Phase 4
(in-person engagement events/special meetings for some LTCs/IMs as desired ($20K) ,Trust-Wide survey ($20K); and Virtual Community Workshop ($10K)
-$5,000: Legal Services

Date of Submission to Finance:
February 6, 2024

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, three 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 page 318 of September 2023 agenda) but with updates to the timelines as Executive Committee was briefed in December and approved January 31st, as well as, direction by Executive Committee at is January 31, 2024 meeting to direct staff to amend this 2024/25 business case to allow for an increase in project funding (including unspent 2023/24 funds), to be spent as follows:

- $26,000: 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.
- $50,000: Public Engagement Phase 4 (in-person engagement events/special meetings hosted by some LTCs/IMs as desired, staff travel, etc.; a Trust-Wide survey; and Virtual Community Workshop)
- $5,000: Legal Services

ISSUE/OPPORTUNITY:

Background: The current 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 amendment of a draft version and First Reading 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, and longer than anticipated engagement period with First Nations, project implementation has been delayed by six months from what was articulated in the March 2023 project charter. 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. Staff are engaging with First Nations to seek their early input on the draft. After inviting all First Nations in the Trust Area, staff are now engaging and working in cooperation with nine First Nations to seek their early input on the draft. Staff anticipate presenting a revised draft of the Policy Statement to Trust Programs Committee and Executive Committee in the period of March to May 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. The implementation of the communications strategy is planned to continue through 2024/25. This includes elements of the communications strategy for 2023/24 that have not yet been implemented due to project delays, but that will still be needed in 2024/25.

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, a Trust-Wide survey and Virtual Community Workshop, as well as, 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 (Mar-May 2024)
- Trust Council considers TC/EC recommendations and passes resolutions on further revisions required. Staff will make those revisions. (June-Aug 2024)
- Approval in principle by Trust Council (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. (concludes by April 2025)
- A Trust Area -wide Survey and Virtual Community Workshop (concludes by April 2025)
- After considering feedback from local trust committees and Bowen Island Municipality referral responses, and the Trust Area-wide engagement results, Trust Council would undertake First Reading and then refer the document to other agencies/First Nations/Conservancy Board for at least three months. (referral to occur between Oct-Dec 2025).

RISK ASSESSMENT:

The proposed recommended option carries the following risks and options for mitigation:

Risk: A lack of timely and responsive communications materials risks 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, and also now in FY 2024-25.

- 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 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.

Risk: Lack of skilled contractors available for survey design (on policy topics) and virtual community workshop design, facilitation and note-taking.

- Building in time in the project schedule (as is proposed in the recommended option) to find ensure a skill contractor will mitigate this risk.

ALTERNATIVES CONSIDERED:

<u>Option 1:</u> FORMER Status quo (this is no longer the recommended option)- Implement project charter as approved in September 2023: $35,000 = $51,000[1] total

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 the direction that was initially provided by Trust Council.

Risks – as noted in Risk Assessment section without the risks of lack of contractors skilled at survey design and virtual community workshop design, facilitation and note-taking.

Financial implications – $51,000 requested would go to:

- Communications - $26,000 - 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 on islands - $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[2]:</u> RECOMMENDED - Option 1 with Trust Area-wide Virtual/Print public survey and Trust Area-wide virtual community workshop): $81,000 (Option 1 plus $20,000 for a Trust Area-wide survey to receive input, and $10,000 for Trust Area-wide virtual community workshop).

Description – This option would include all elements of Option 1 with an additional Trust Area-wide public engagement survey and Trust Area-wide virtual community workshop. The additional funding would go to contracted survey research and preparation, survey design, survey set-up, survey analysis; and a virtual community workshop that includes attendance by Islands Trust subject matter experts (possibly held over multiple days).

[1] Includes re-request of unspent $2023/24 project funds

[2] Please note – the EC endorsed Option 3 is now this Option 2

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; and a virtual community workshop that includes attendance by Islands Trust subject matter experts (possibly held over multiple days).

Risks – As identified above in Risk Assessment section.

Financial implications – $81,000 requested would go to:

- All elements of Option 1, i.e.
    - Communications - $26,000 - 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 on islands- $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 1, and
- Trust Area-wide survey – staff time to procure contractor for survey and to monitor the contract
- 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 3:</u> Option 1 with Trust Area-wide Virtual/Print public survey (no Trust Area-wide virtual community workshop): $71,000 (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 – As identified above in Risk Assessment section but without the risk of lack of contractor availability for contractors skilled at virtual community workshop design, facilitation and note-taking.

Financial implications – $71,000 requested would go to:

- All elements of Option 1, i.e.
    - Communications - $26,000 - 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 on islands- $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 Area-wide survey – staff time to procure contractor for survey and to monitor the contract

Other implications - None.

<u>Option 4:</u> Option 1 with Virtual Community workshop (No Trust Area-Wide survey): $61,000 (Option 1 plus $10,000 for virtual community workshop to receive input).

Description – This option would include all elements of Options 1 and a virtual community workshop that includes attendance by Islands Trust subject matter experts (possibly held over multiple days).

Benefits – All benefits of Option 1 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 of the risks noted above in Risk Assessment section.

Financial implications – $61,000 requested would go to:
- All elements of Option 1, i.e.
    - Communications - $26,000 - 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 on islands - $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.
- 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 1, 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 5:</u> Some of the 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 – preparation of basic communications materials but no implementation of communication strategy, no special meetings of LTCs , and no in-person staff support for 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 6:</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.

<u>Optional add-on to Options 1-5:</u> 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.)

<u>Risks</u> – 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 ALTERNATIVE OPTIONS						
Activities	***Opt 1***	***Opt 2[3] (recommend)***	***Opt3***	***Opt4***	***Opt 5***	***Opt 6***
Communications ($10 -$26K)	X	X	X	X	X	
Legal ($5k)	X	X	X	X	X	
Local LTC/BIM led public engagement ($20k)	X	X	X	X		
Trust-wide virtual/print survey ($20k)		X	X			
Trust-wide Virtual Community Workshop ($10k)		X		X		
SUBTOTAL	**$51k**	**$81K**	**$71k**	**$61k**	**$15k**	**$0**
TOTAL COST with Optional Add-on for staffing backfill ($71.6k)	**$122.6k**	**$152.6K**	**$142.6k**	**$132.6k**	**$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 2 is recommended by Executive Committee.

COST/BENEFIT ANALYSIS:

<u>Quantitative Analysis:</u>
Comparative regional growth strategy/official community plan update processes in BC local governments have notably higher budgets and cover smaller geographic areas.

<u>Qualitative Analysis:</u>

[3] Please note – the EC endorsed Option 3 is now this Option 2

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
- 0.6 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 Winter 2024 and will also 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 to the model of project delivery, there is a need for it to be discussed between Islands Trust Council 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:

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

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:

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.

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** Medium 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 Medium **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 Medium **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).

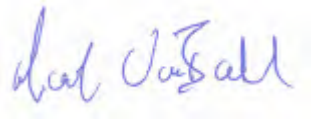
Total Estimated Staff Hours: 20 - 40 hours.

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 Date
R Hotsenpiller, for Reviewed by Department Lead: Stefan Cermak, Director Planning Services	September 29, 2023 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 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** Medium Low	**Pilot Testing and User Feedback** 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 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 Medium **Low**	**Comprehensive Training Program** 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 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 Medium **Low**	**Data Security Measures** 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 Medium **Low**	**Clear Project Scope and Contingency Planning** 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:

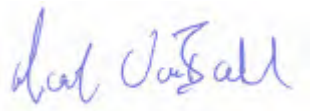
IT Department

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 Date
Stefan Cermak, Director Planning Services Reviewed by Department Lead: Name, Title	September 29, 2023 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)*:
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):*

FY2024/25 - $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:
December 19, 2023
Updated January 17, 2024
Updated February 12, 2024

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: to provide effective, efficient, and collaborative governance.*
- *Governance Reviews: The February, 2022 Islands Trust Governance Review, and previous similar reviews, 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. The Governance Reviews note that maintaining the Salt Spring Office is in the best interest of serving approximately over one third of all Islands Trust residents. As such, staff have not explored any alternatives other than relocating the Salt Spring Island office elsewhere on Salt Spring Island.*

- *Islands Trust Policy 2.1.3 Governance Principles outlines the relevant values of Openness, Service Quality, Responsible Responsiveness, Community Involvement, and Inter-Agency Relations. These values are a foundation for decision making on office locations.*

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 July 2023, BC Hydro gave one year's notice that the Salt Spring Island office lease will be terminated effective July 24, 2024. Senior staff met in August 2023 and regularly since to develop and implement a work plan to address the issue. Staff established a list of preferences that a design/construction team used to help evaluate available spaces.

As per the current Strategic Plan, Islands Trust Governance Principles Policy, and the Governance Reviews (most recent completed in 2022), staff considered various new office options including:

1. New construction,
2. Leasing Option (i): Sharing workspace with other agencies,
3. Leasing Option (ii): Creating a small storefront presence (under 1,000 ft^2),
4. Leasing Option (iii): *Finding a medium sized office space (1,000-2,000 ft^2),*
5. Leasing Option (iv): Finding a full sized office (2,000 + ft^2), or
6. Purchasing an existing building.

New Construction.

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.

Leasing Options (i-iv):

A small storefront presence would permit a lean office space but would not meet the multitude of office needs (meeting space, document storage, server space, and the spatial needs of staff). Conversely, a large office space is 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 the provincial group responsible for supporting and managing real estate needs for the public service, local realty offices, and build-to-suit commercial marketers to explore various options. Staff also reached out to other governments and 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.

One construction estimate for a specific site was available at time of drafting version 1 of this business case (Sept. 2023). Since then staff identified three potential sites – none of which are office spaces and all require renovations. One site has since been deemed unavailable in the required time frame thus leaving two potential medium size office leases, one of which was in the original cost assessment. The relocation team continues to receive tips and follow up on various ideas given by staff, community members, and Trustees, but no strong candidates have come forward.

A design/contract professional provided refined site and office assessments of the two options on January 16, 2024. While the two options are quite different in terms of what they offer, they both have an estimated design/renovation cost of $250,000-$300,000. Site 1 (the original site) costs increased due to their being no

plumbing of any sort in the potential lease space. The site has also been found to be smaller than previously thought and resolving the issue of lacking plumbing means that that cost would require leasing additional space in the building where plumbing and adequate space is available.

Site 2's most significant issues are that the HVAC system that supports other units in the building is not connected to the part of the building under consideration. Ventilation is also limited. It is one large open plan with no private or semiprivate meeting space. The budget for Site 2 accounts for addressing these deficiencies.

The design/renovation cost estimates were based on an average finish level, meeting current building code standards, and the listed preferences. Staff discussion with the assessors indicated that total costs could decrease with compromises. Staff currently assess that the site 2, which is downtown and very close to the existing CRD office, provides the greatest opportunity and costs can be minimized by limiting construction of private meeting or office space by considering a more open office layout with minimal private/quiet space. The provision of a HVAC system would need to be addressed as part of lease negotiations.

In mid-January 2024 a third lease option was identified and evaluated. The third lease space option is ultimately too small to fit the basic office needs and has other constraints such as no staff parking.

Purchasing Option

Staff discussed options with a realtor and monitored commercial realty listed for sale in the Ganges area. The one building that was feasible has an accepted purchase offer (two other buildings were for sale, one a restaurant with substantial renovation costs and the other a commercial building with substantial risks). Regardless, staff have followed up on the process of purchasing a building and the impacts to relocating the Salt Spring office if pursued.

Purchasing Option Process:

The Islands Trust has never purchased property or buildings. The need to purchase vs. leasing has not been identified as a strategic issue thus it remains a topic for Trust Council discussions. Financial issues include costs generally not included in leasing such as: legal review (property), inspection, insurance (ex: occupiers liability), security, budget reserve borrowing impacts, timelines, and approvals, property management, maintenance plans, and procurement processes. Non-financial issues include consideration of meeting community, elected officials, and staffing needs while following provincial legislation and Islands Trust bylaws and policies. Qualitative assessments on the impact if purchasing a property may include consideration of: seeking voter input to spend $800,000 (+ other identified costs), the impact of displacing the current tenants, anticipated governance issues, temporary storage and working solutions and associated costs, and leveraging government owned property for affordable housing (as per Trust Councils adopted Housing Strategic Action Plan). Put simply, what is the best use of the property from a community perspective?

At time of writing this version (V3) of the business case (February 2024), staff have met with a realtor, monitored sites, and explored opportunities sent from trustees and some community members. There remains one feasible property still listed for sale. The property has an approved offer of purchase – subject to conditions being met. The offer will reportedly expire by March 31, 2024 if conditions are unmet. Staff have been instructed to pursue the steps necessary to consider placing a backup offer in case the original purchaser is unable to meeting the conditions.

<u>Generic Considerations In A Lease Versus Buy Decision</u>

Considerations in Favour of Leasing:

1. **Budgetary predictability**: Lease payments typically offer more predictable budgeting compared to potential fluctuations in property maintenance and repair costs associated with ownership. No capital reserve fund is required in the context of leasing, which simplifies budgeting, financial forecasts, and financial management.
2. **Avoiding upfront costs:** Leasing requires minimal upfront capital compared to purchasing, which is beneficial when budget or cash constraints exist, or when strict fiscal policy does not permit large outlays. In the current context, the estimated renovation costs associated with relocating to another leased property are likely similar to the renovation costs required to retrofit a purchased property; so this consideration refers mainly to the cost of purchase. Financing a purchase in the Trust context is discussed in other areas of this report.
3. **Focus on core functions**: Leasing provides for the outsourcing of property management responsibilities to a landlord, allowing the Trust to focus resources on core functions rather than managing property-related tasks. While it is possible to a hire a property manager in the context of owning property, management of that contractor still becomes the responsibility of staff.
4. **Location flexibility**: Leasing allows greater flexibility of location adjustments if strategic objectives or changing operations demand it. Given the Trust's history of stable office placements, this consideration may be less relevant – however, changing political desires term by term may affect what has been the historical norm.

Considerations Against Leasing:

1. **Long-term cost**: While leasing may be cost-effective in the short term, over the long term, lease payments may exceed the cost of ownership.
2. **Lack of equity:** Lease payments are sunk costs and do not build equity or asset value for the lessee. That is, there is no return on investment for the dollars paid.
3. **Potential for rent increases**: Lease agreements tend to include cost increases annually, leading to increased costs over the lease term. The same could be said for potential maintenance cost of owned property.
4. **Limited control, Landlord dependency**: Leasers typically have limited control over the property, often restricted from making modifications or customising a space to suit specific operational needs without prior approval of landlords. Reliance on landlords for property management and maintenance services has the potential to result in service quality issues.

Considerations in Favour of buying:

1. **Investment potential**: Purchasing office space creates the opportunity to build equity over time. Depending on market conditions, purchased properties may appreciate in value over time, providing a potential return on investment when the property is sold in future. There is also potential for reduced
2. **Long-term planning**: Ownership enables agencies to make long-term strategic decisions regarding property use, without the risk of lease expiration.
3. **Control over property:** Ownership provides greater control over the property, including the ability to make modifications or improvements without landlord approval.

Considerations Against Buying:

1. **High upfront costs**: Purchasing commercial office space requires a significant upfront investment, which may pose challenges for agencies with limited capital resources.
2. **Market risks:** Property values and market conditions can fluctuate, potentially exposing risk if the market is low at the time of future sale of the asset. Losses would need to be more than lease payments would have been to be problematic on a comparison between leasing and buying scenario.
3. **Responsibility for maintenance**: Property ownership entails responsibilities for maintenance, repairs, and operational costs, which can be substantial over the property's lifecycle. In the absence of a depreciation or condition assessment over a particular potential purchase, it can be difficult to understand the cost of maintenance over time.

4. **Administrative burden:** Property ownership involves administrative tasks such as property management, compliance with regulations, and land management.

Funding A Potential Purchase

As noted, there are limited options available to the Trust for borrowing, leaving maximum borrowing amounts at approximately $105,000. Consequently, any purchase would need to be funded from Islands Trust surplus funds.

1. Use of General Revenue Surplus Funds for Capital Purchase

Council Policy 6.5.1 Reserves and Surplus guides how Trust surplus and reserve monies should be managed. It says:

3.2 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.

3.3 The recommended minimum amount of money to be contained within the General Revenue Surplus Fund is three months of expenses net of three months of revenue, excluding revenue from property taxes or the provincial grant.

a) Available general surplus funds

Section 3.3 exists to ensure enough resources are available from the start of any fiscal year (April 1) to when property taxes are received by the Provincial Surveyor (July). A capital purchase will immediately reduce availability of funds for this purpose to the magnitude of the cost to purchase and retrofit any selected space. Current cash flow estimates show that the Trust is not at risk of exhausting cash resources from April to July, and have excess funds in this time period of over $1.5M. As such, there appears to be available cash for a purchase in the range currently being explored.

Using the surplus to fund a capital purchase of this magnitude will mean fewer funds available for emergencies/unanticipated expenses, and for offsetting tax increase in future budgets. The surplus balance would fall below the recommended policy minimum in 3.3 above, however Trust Council may determine they are comfortable approving a balance below their policy recommendation in this context.

b) Rebuilding the general surplus fund to Policy-recommended minimum balance

Any use of general revenue surplus funds for capital purchase will reduce the surplus balance to below policy minimum, and contributions to this fund will be required to rebuild the balance to meet policy minimums. Rebuilding the surplus balance could be set over a specific time period, determined by Trust Council. Based on current draft budgets, repayment of approximately $80,000 per year to the surplus fund would represent an approximate 1% tax increase, offset by the net of savings on lease payments less annual operating costs for the office space.

2. Creation of a Capital Reserve Fund

Maintenance costs for an office building can be significant, and often are not incurred evenly over time which can create fluctuations in tax increases year-over-year. To ensure availability of funding for major building maintenance (such as roof repairs, window replacements, exterior painting, etc.) and smooth out tax increases, a capital reserve fund may be created.

Trust Council surplus and reserve policy Section B2 states the following:

B2. Islands Trust will strive to develop appropriate reserves to meet future obligations and operating needs. Reserves may be established to (1) ensure predictable and stable taxation; (2) provide for operating emergencies; (3) finance new capital assets; and (4) safeguard and maximize existing assets.
Trust Council must establish reserve funds for a specific purpose, must allocate initial funding to seed the reserve fund, and must determine ongoing contributions through budget allocations (collected via taxation) to ensure adequate balances to cover required spending from the reserve over time.
Understanding how much is required for initial and ongoing contributions to a capital reserve fund is dependant on the size and condition of the specific asset purchased and the timing of significant maintenance tasks, which is difficult to estimate at this time without knowledge of the specific asset that may be purchased.

Cost Benefit Of Leasing Or Buying
To perform a cost-benefit analysis, we can compare the total cash outlays of leasing versus purchasing the office space over a time horizon. A proper cost-benefit analysis can be performed only when costs are known under each option. Currently, there is no cost certainty associated with either leasing or buying. As such, staff make the following assumptions for the purposes of providing an illustrative analysis:
Lease:

- Assumed annual lease costs of $65,000, based on current SSI office lease costs plus 15%. This assumes the Trust will experience lease increases with a move to a new space given current rental market conditions.

Buy:

- Assumed all-in purchase price of $850,000, based on the asking price of an office space currently listed that would meet the needs of the Trust.
- Assumed average annual maintenance costs of $15,000 for building ownership. Without having depreciation reports or condition assessments on a particular asset for purchase, it is not possible to know if this assumption is reasonable.
- The opportunity cost of foregone investment earnings is calculated assuming a conservative 2% earnings per year, and assumes Trust Council will repay the surplus fund at a rate of $65,000 per year in line with what would be lease costs. These assumptions may not be reasonable in the context of long time frames for interest calculations, and unknown decisions of TC related to actual repayments of the surplus fund. These calculations have not been adjusted for the time value of money.

General:

- Assumed renovation or retrofit costs would be equal under the lease option or the buy option, thus are excluded from this analysis.
- Assumed annual operating costs are the same under both options, thus excluded from the analysis.
- Analysis is performed over a 10-year period, taking the position that any asset would be owned or leased for at least this period of time.
- Potential increases in lease costs annually, and increases in maintenance costs for inflationary pressures are excluded from this calculation.
- Lost investment earnings from reduced surplus balances are not considered

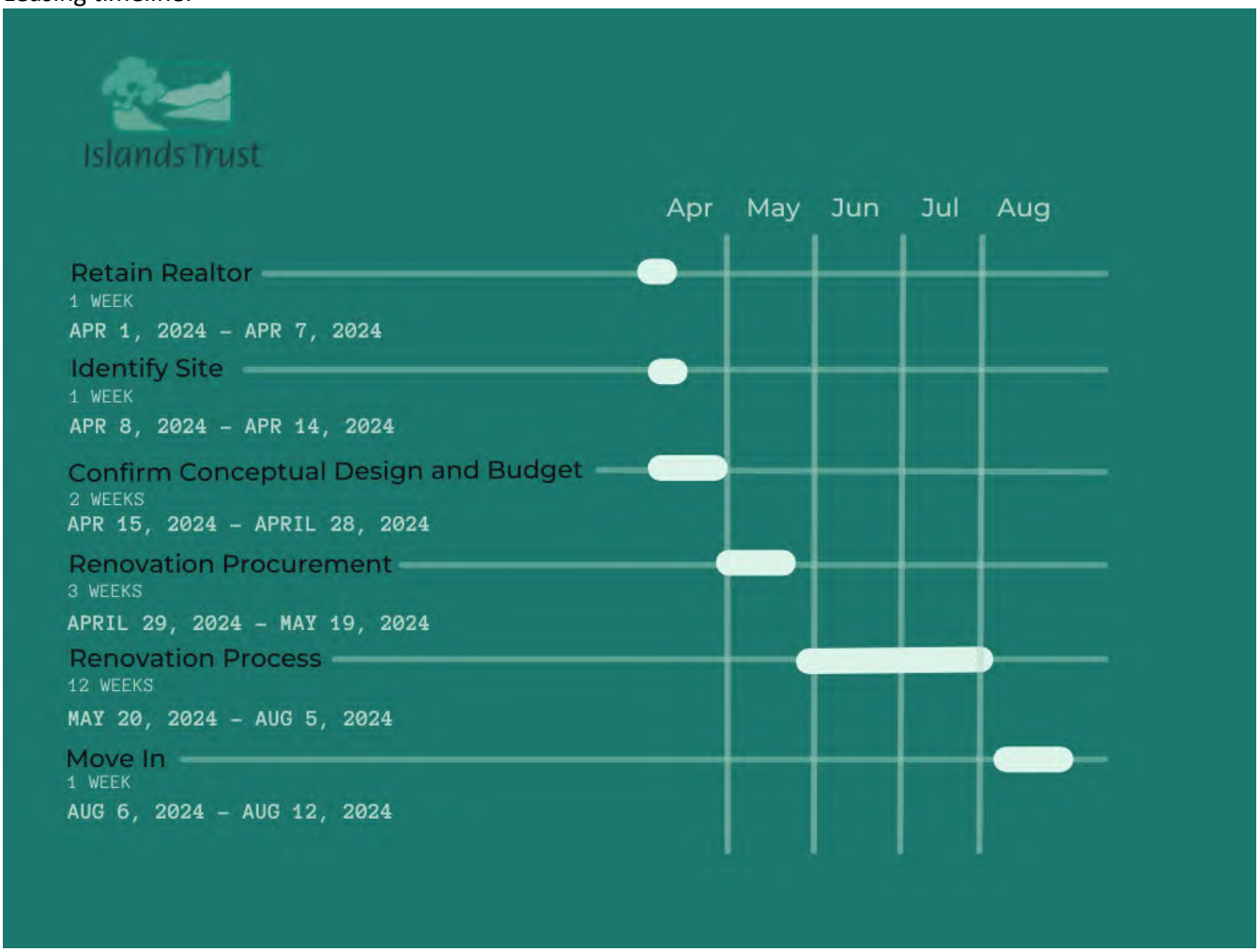
A very basic comparison of cash outlays for lease versus buy over various time horizons is presented below. It demonstrates that the building ownership over the longer term becomes more beneficial than leasing. This does not contemplate potential sub-leases to others or building sale, would result in cost recoveries in the context of ownership.

LEASING	Annual cost	10 years	15 years	20 years
Lease Costs	65,000	650,000	975,000	1,300,000
Total		**650,000**	**975,000**	**1,300,000**

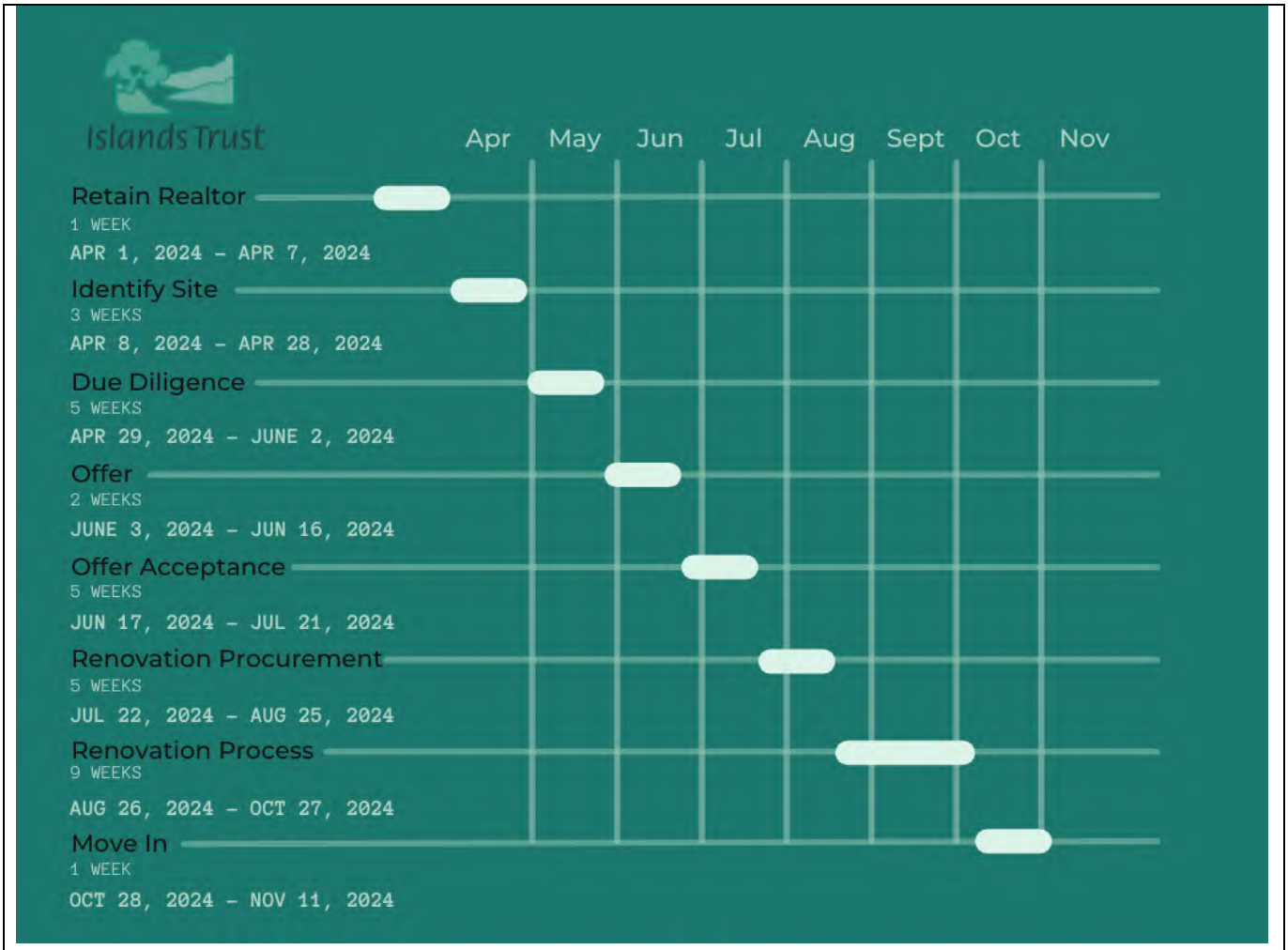
BUYING	Annual cost	10 years	15 years	20 years
Initial Purchase price, one time		850,000	850,000	850,000
Annual average maintenance cost	15,000	150,000	225,000	300,000
Lost investment earnings on purchase price		111,500	119,700	119,700
Total		**1,111,500**	**1,194,700**	**1,269,700**

Project Timelines

Leasing timeline:



Purchasing Timeline:



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.*)

Approving the business case would facilitate the move of the Salt Spring office and meet Strategic Plan goals of effective, efficient, and collaborative governance. Moreover, facilitating the move of the Salt Spring Office meets the 2022 Governance Review to provide service to Salt Spring Island.

Ensuring a smooth transition to a new office space will ensure local trustees are able to meet directly with staff, meet with the public, and ensure face to face communication between staff and the public. Salt Spring office has the highest "foot traffic" amongst all offices and many public members prefer face to face interactions. A suitable, central office space would increase this service quality due to convenient location near the CRD office and other services.

Site 2, if selected, will demonstrate a commitment to an increased level of access and service to the public with higher visibility in the downtown core and proximity to other institutions – especially the CRD. Renovation costs match current industry norms for Salt Spring Island (which do come at a premium), and may be limited with careful consideration. Hence, staff are not requesting an increased amount from $210,000 to the new estimated $250,000-$300,000 although the breakdown of the costs may change.

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. There are no office spaces available to simply move into. All options require renovations. Renovations are expensive and will take time. Delayed political support will impact service to the public and greatly impact staffs work environment. 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 may result as staff commence working from home or from the Main Office. Staff turnover and compensation requirements unknown.
- **Risks** – Negative **Service Impacts** – As staff detach from regular interaction with public, local knowledge and values, as well as service quality are likely to decline. This can result in reduced quality planning advise, leading to poorer decision making at the local level. 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 (one time costs).
- **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

Option 4: Purchase ($825,000 purchase + inspection costs)

- **Benefits** – certainty of office location. Asset ownership. Potential for reduced costs over the long term.

- **Risks**:
  - Asset suitability – while an owned office space would fulfil many space needs, there is a frequent need to rent assembly space in the community, which can be difficult to size and accommodate in a fiscally sustainable way.
  - Timing – the one feasible building has an accepted offer that may or may not expire in April 2024. Delay may cause existing lease options to become unavailable. Delay will cause requirement for contingency planning to move staff and equipment to temporary locations thus incurring costs for storage and moving with separate costs for information service moving servers, copiers, and other computer and A/V hardware
  - Increased Costs – Site and building assessments, appraisals, and early structural or systemic improvements may be required immediately to meet work place and public service facility needs; renovations required to change space to office use, be code compliant and accessible. New property management services costs; new property maintenance costs (landscaping, building maintenance, security, etc).
  - Unclear political support locally or at the Committee level. – no committee has expressed support for any action, or change in action regarding the tenure of an office on Salt Spring Island – only individual trustees have been encouraging exploring purchasing as an option
  - Community sentiment - commercial space is limited in Ganges. office.Competing in the commercial sector could be viewed negatively in the provision of business interests.
  - Community asset - As can be noted at the provincial level, there is greater pressure on governments to transfer public assets to the support of affordable housing. The Salt Spring Island Sub-Office's space needs are roughly equivalent to that of a family home and this could result in a similar risk as that faced by the CRD. office
- **Financial implications** – over the long term ownership may be financially beneficial relative to lease costs. However some costs could rise and the Islands Trust could be impacted by unforeseen events: old buildings have high maintenance costs; property management would be a required new service; property maintenance costs added to annual operating cost;
- **Resource requirements** - substantial staff hours spent exploring option; property management services would be required to manage asset and maintenance

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.)*

- Political championship to meet the need to move the Salt Spring Office. Moving the Salt Spring Office is an operational issue. However, this particular business case has become a political issue. With time constraints and real staff and community impacts, the business case would benefit from political support.
- Timely issuance of RFP to secure design and reconstruction office space
- Timely receipt of a Building Permit – if required
- Communications. Site 2 would mean not renewing the month to month lease for the existing business. It is likely that various community members will voice objection to the perceived eviction of a local business in favour of the Islands Trust. Communication support will be requested.
- A contingency plan is being drafted if time runs out and no lease space has been secured by the time the existing lease is terminated.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Option 2. (Lease)

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.)*

Option 2 Lease:
Quantitative:

- Design and Renovation: $174,200
- Moving and Storage: $5,000
- Information Services: single move: $10,800 ($13,200 if needing to move, store, and move again)
- 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.

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 including possible site purchase's. 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:** There are currently two feasible leasing opportunities. One purchase option is being pursued.*
- ***Decision.** A decision on location was expected by January 2024 (site 2 is preferred). This has been delayed due to FPC discussion (not resolution).*
- *An RFP for design and 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.

- *The estimates above have been skewed due to pursuing a purchase option in more detail.*

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: Ensuring a safe and accessible work space will is a priority through the life of this process. Staff are aware of the need to reduce the total size of the office, reduction in amenity space, and the possibility of needing to work from home for a period of time. Lack of clarity may impact retention, job satisfaction, and productivity if basic work tools and human needs are not met.

With upcoming commencement major projects incorporating substantial public engagement, staff will need to ensure that tools and supports are in place to ensure that work is not hindered by the lack of a home base on island. Additional costs may ensue if free space cannot be found in a contingency. There are currently two spaces that meet existing corporate needs.

Public Communications: relocating the office will require communication with the community about the new location, and in the case that no office is available. Once political direction is provided (or 90 days prior to anticipated departure date from the Lower Ganges office), staff will begin the work of creating and executing a communications campaign to advise of change. Communications will be required of the community about where the office is relocating to and ways to get in touch.

Prepared by: Stefan Cermak, Director Planning Services / February 12, 2024

Reviewed by: Russ Hotsenpiller, CAO / DATE, 2024

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 the Microsoft 365 (MS 365) upgrade. The update to Microsoft 365 totals $120,500 in the draft 2024/25 budget. This amount consists of the following:

- $34,000 for software licensing annual subscription for 70 seats (included in the Software Support and Licensing budget line)
- $28,500 for contracted technical support to prepare servers for the installation (included in the Hardware expense budget line)
- $27,500 for new laptop computers as many laptops currently in use will not support MS 365 (included in the Hardware expense budget line)
- $30,500 for new desktop computers as current desktops will not support MS 365 (included in the Hardware expense budget line).

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.

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 (Information Services)

Name of Request:
GIS Coordinator – 1.0 FTE - $91,200 (10 months)
$73,600 – (8 months) (FPC Recommendation)
Includes:
10 months: $ 87,700 for salary and benefits
8 months: $70,100 for salary and benefits (FPC recommendation)
Other costs (computer, training etc.) $3,500

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 1, 2025 onwards we are requesting an additional $108,000 per year for annual salary and benefits.

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, Protected 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.

MVB	September 30, 2024
Initiator Name, Title	Date
Russ Hotsenpiller, CAO	Feb 8, 2024 (updated Feb 22, 2024)
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

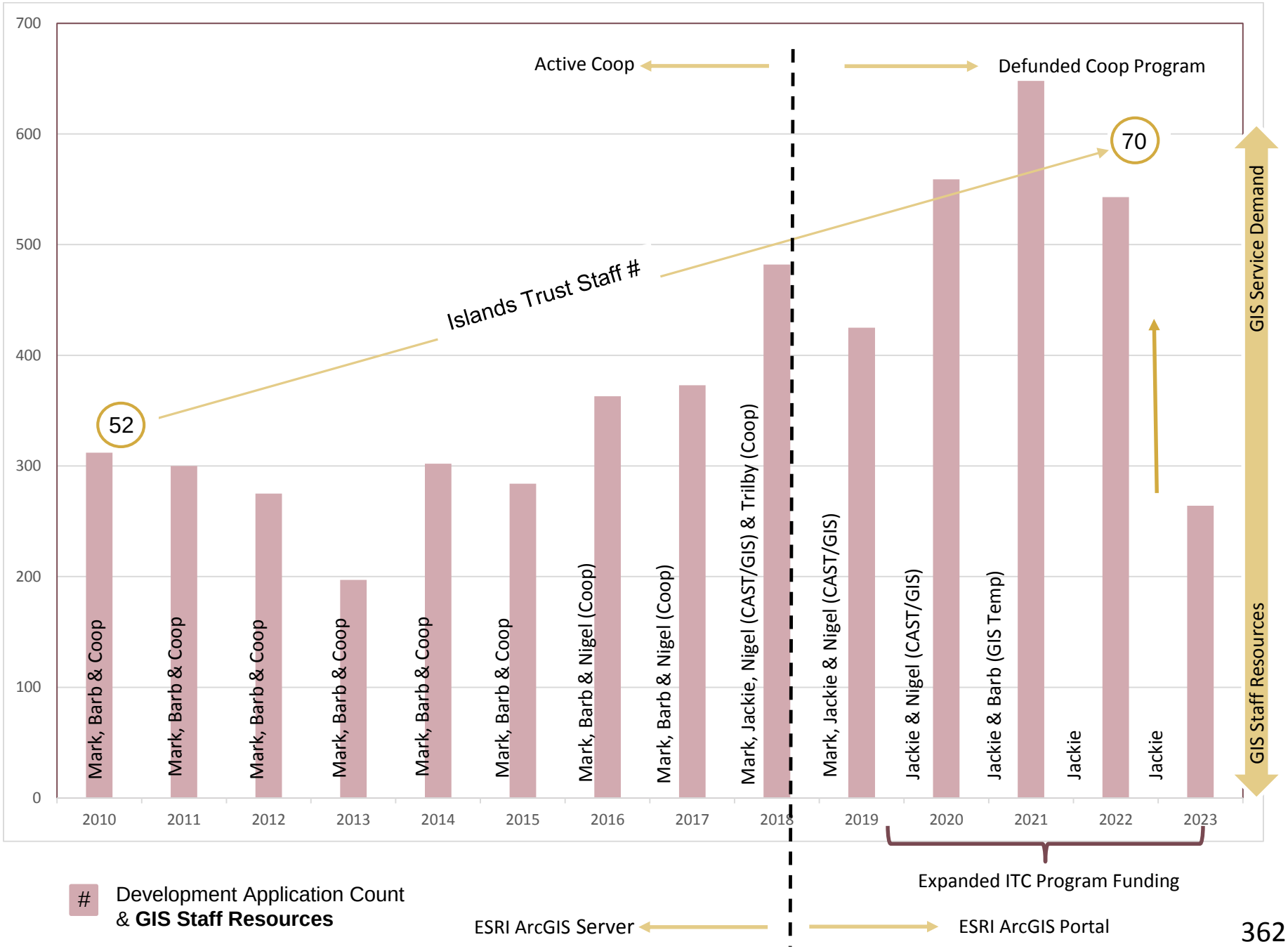
Islands Trust Conservancy (ITC) uses GIS resources to assist with conservation planning, communications products, grant reporting, annual reports and property management needs. As ITC responsibilities grow, due to increases in protected areas and expanding needs such as Climate Change, species at risk 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



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):*

Chief Administrative Officer Hiring Committee (CAOHC)

Department:

Executive (Trust Council)

Name of Request:
Executive Search for CAO

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*

$75,000

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:

Funding Required for (date range):

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.*

Trust Council Policy 2.4.1 Executive Committee Terms of Reference

Trust Council Policy 2.4.1 indicates that when the Chief Administrative Officer (CAO) retires that a committee made up of the Executive Committee and the chairs of Trust Council's standing committees be responsible for guiding the process for hiring a new CAO in consultation with Trust Council. This committee is called the Chief Administrative Officer Hiring Committee (CAOHC). Trust Council is the body that makes the final decision on who becomes its next CAO.

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 incumbent CAO has indicated a retirement date of July 2024.

The CAOHC has decided that the best approach to hiring a new CAO is to engage with an executive search firm to assist Trust Council in reviewing the job description, developing a hiring strategy, searching for a CAO, developing and conducting interviews, making an offer and assisting with assessment during probationary period.

The Financial Planning Committee has included $75,000 for this in the draft recommended budget for Fiscal Year 2024/25.

The CAOHC has issued a Request for Proposal (RFP), subject to funding approval, for an Executive Search Firm.

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 deliverables of the RFP are listed as follows:

10.1. Hiring Process, Responsibilities and Requirements of the CAO, and Selection Criteria
- 10.1.1. Working with the CAOHC to develop a process and timeline to successfully fill the position;
- 10.1.2. Assist and provide recommendations to the CAOHC to update the Job Profile to clearly define the duties and responsibilities, together with the results the CAO is expected to deliver. This task includes:
  - 10.1.2.1. Developing and implementing a confidential process to consult with Trust Council, the incumbent CAO, and senior staff (e.g., surveys or one-on-one discussions)
  - 10.1.2.2. Providing recommendations to the CAOHC to update the Job Profile; and
  - 10.1.2.3. Identifying and prioritizing CAO selection criteria.
- 10.1.3. Deliverables for this step include:
  - 10.1.3.1. A hiring process and timeline.
  - 10.1.3.2. A record of input gathered.
  - 10.1.3.3. An updated job profile.
  - 10.1.3.4. A prioritized selection criteria.

10.2. Recruiting for the CAO
- 10.2.1. Target potential candidates, develop and implement advertising to search for suitable candidates within and outside of the public service in British Columbia and Canada;

10.3. Screening and Selection
- 10.3.1. Working with the CAOHC to develop a selection process that is based on best practices for hiring of public sector executives, merit based and includes interviewing and skill testing strategies;
- 10.3.2. Assisting the CAOHC in evaluating and assessing the merit of the candidates in accordance with policies and procedures of the BC Public Service Agency and requirements of the BC Merits Commissioner
- 10.3.3. Participating with the CAOHC on the interview panel; and
- 10.3.4. Assisting the CAOHC in selecting and presenting an offer of employment.
- 10.3.5. Deliverables for this step include:
  - 10.3.5.1. A selection process.
  - 10.3.5.2. Documentation of the selection process and all candidate assessments performed under it.

10.4. Probationary Review Phase
- 10.4.1. Working with the CAOHC to develop a probationary review program that is based on best practices, and clarity on expectations on the results the CAO is expected to deliver within the first six months of employment.

10.5. Other
- 10.5.1. Working with the CAOHC to hire and select an interim CAO, if necessary.
- 10.5.2. A review of the current policy relating to interim appointment of the CAO position (Trust Council Policy 8.4.1).
- 10.5.3. Review and provide recommendations on strengthening Trust Council's policies on CAO Hiring and performance management to meet best practices (Trust Council Policy 2.4.1).

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.)*

There is a risk that the process may not meet provincial public service requirements. The RFP requires that recruiting follow the *Public Service Act* and meet the requirements of the merit commissioner. The PSA has advised that it will work with the CAOHC at all steps along the way in hiring the new CAO.

There is a risk that the cost of hiring a firm is more than anticipated. The $75,000 is based on past experiences in hiring a CAO, advice from the Public Service Agency, and the expected current going rate for an executive search firm, generally between 25% and 35% of the hiring salary for a CAO.

There is a risk that a CAO search firm would not meet the timeline to have a new CAO in place before the departure of the incumbent CAO. The CAOHC has considered this and is working on a process to hire an interim CAO to bridge the gap.

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: CAOHC undertakes Hiring (in-house with Public Service Agency)

Benefits: Work would be undertaken using Islands Trust Staff and Public Service Agency (PSA) staff. This would result in not requiring funding to hire a consultant.

Risks:

Staff resources within Islands Trust and PSA are limited. PSA staff indicated while they can advise and review, they do not have resources to undertake writing, or sit on panels during interviewing process. This is a significant change from the last time that the Islands Trust hired a CAO. This could result in delays in recruitment process. Further the CAOHC has indicated that is also would like to, as part of the work in hiring a CAO, review the job description, develop a process for engaging Trust Council and senior staff, and develop performance metrics, in addition to undertaking a search for a CAO and conducting an interview process. The RFP optionally includes review and recommendation of Trust Council policy. This work could be done in-house, but with limited resources, could be delayed.

A further risk is the search for a CAO may be narrower if undertaken in-house with PSA support than it would with an executive search firm. The PSA is used to hiring for Provincial executive positions, and these are different to local government CAO positions. Given that the work of the Islands Trust and local trust committees is actually closer to that of local governments than provincial ministries, a search for CAOs with experience in regional districts and smaller rural and island communities would be much more beneficial to the Islands Trust.

Financial Implications: None – other than usual advertising and recruitments costs

Resource Requirements: At least two Islands Trust staff and one PSA staff to assist CAOHC and undertake work such as writing documents, trustee and senior staff surveys, job profile updates, advertisements, assist with undertaking screening, assist with development and conducting interview questions, making an offer, assisting with development of performance measures, and coordinating meetings of the CAOHC.

Option 2: Hire an Executive Search Firm

Benefits: Removes the work from Provincial and Islands Trust staff, and provides a different perspective on available CAOs. There is an ability to leverage experience in searching for CAOs to the advantage of the Islands Trust, and ability to tailor that to the its unique mandate, challenges and operating conditions. Search firms often know who is out there and their skillsets and able to recommend those that appear to be a good fit for what the organisation is looking for.

Risks: There is a risk that the process may not meet provincial public service requirements. The RFP requires that recruiting follows the *Public Service Act* and meets the requirements of the merit commissioner. The PSA has advised that it will work with the CAOHC at all steps along the way in hiring the new CAO.

There is a risk that the cost of hiring a firm is more than anticipated. The $75,000 is based on past experiences in hiring a CAO, advice from the Public Service Agency, and the expected current going rate for an executive search firm, generally between 25% and 35% of the hiring salary for a CAO.

There is a risk that a CAO search firm would not meet the timeline to have a new CAO in place before the departure of the incumbent CAO. The CAOHC has considered this and is working on a process to hire an interim CAO to bridge the gap.

Financial Implications: Search firms charge either hourly, or on delivery a fee based on the starting salary of the hired Executive. This fee is usually between 25% and 35%, which for this position would be between $45,000 and $70,000.

Resource Requirements: One Islands Trust Staff to assist with meeting preparation and operation for the CAOHC, and one PSA staff member to provide advice as required. All other work is expected to be undertaken by the firm.

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.)*

Comprehensive and accurate job description: Developing a well-drafted and up-to-date 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 the Islands Trust.

Rigorous and well-executed hiring process: Conducting a thorough and meticulous hiring process is essential to secure a high-quality CAO. 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 Islands Trust, and lead the organisation into the future.

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 the CAO is equipped with the necessary knowledge, resources, and support to navigate their roles and responsibilities.

Support from elected officials and management: The CAO is directly hired by Trust Council. Therefore, gaining support from Islands Trust elected officials is vital to secure ensure that the skillsets of the hired CAO fit with the requirement of Trust Council.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Option 2: Hire an executive search firm to assist the CAOHC and Trust Council in hiring a new Chief Administrative Officer.

The benefits of this option, listed above, far outweigh the disadvantages and risks.

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 Discussion:

The cost is estimated at $45,000 to $70,000 for a consultant, plus another $5,000 contingency. This will be offset in a minor way by requiring less staff resources to support the CAOHC. However, the cost is higher than the alternative.

Qualitative Discussion:

The recommended approach would be using a tried and true and experienced firm, so results are more certain than if the hiring was undertaken in-house. Time is off the essence given the departure date of the incumbent CAO, and a search firm is able to respond quickly given their experience and knowledge of the market. As this is the only political appointed employee of Trust Council, reducing staff involvement in the process reduces any perceived influence in Trust Council's final decision.

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.)*

The process will follow the standard Islands Trust procurement process as established by Trust Council Procurement Policy.

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 CAOHC will review the bids resulting from the RFP, and recommend a consultant firm for Trust Council's ratification. The CAOHC will then work with the firm, and consult with Trust Council.

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.)*

With the recommended option, staff resource requirements are as follows:

1. Assisting CAOHC in evaluating submissions from Executive Search firms – two staff and 30 hours
2. Writing and executing contract – two staff and 7 hours
3. Assisting CAOHC with meetings – estimated to be one meeting every two weeks April to July – one staff and 50 hours
4. Management of executive search firm contract – 10 hours

Total estimated staff hours = 97 hours

Work is manageable and mostly would be undertaken by Executive Coordinator – other work may need to be shifted to other staff positions, or delayed. Additional support as needed by the Director, Legislative Services; this is expected to mostly involve assisting with evaluation and then writing and execution of a contract, and then management of the contract with an Executive Search Firm.

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 CAOHC will communicate with Trust Council and management at all steps along the way, and part of the RFP is for the firm to develop a strategy for seeking input from Trust Council and management.

Requested by (Committee or Business unit): Chief Administrative Officer Hiring Committee (CAOHC)

Prepared by (name, title)/date: David Marlor, Director, Legislative Services/February 21, 2024

Reviewed by (name, title)/date: Members of the CAOHC/February 21, 2024

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 13, 2024
From:	Islands Trust Conservancy Board	**Date Prepared:**	February 22, 2024

SUBJECT: **Draft Budget 2024/25, Review of Islands Trust Conservancy Funding Requests**

PURPOSE: To provide background to Trust Council for the Islands Trust Conservancy (ITC) budget request, following the review of ITC budgets by Financial Planning Committee (FPC) on February 21, 2024.

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.

The business case for the Islands Trust Conservancy Plan – First Nations Engagement Project is included as an attachment to this briefing. Note, it has been amended to include updated information related to sources of funds and to provide information from the Minister of Municipal Affairs regarding the ITC Plan. FPC has reviewed the business case.

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 staff have worked with the ITC Board to prepare business cases to address capacity shortfalls for property management. The ITC Board reviewed a Business Solutions Options (BSO) document (see pg. 36) for property management and two related business cases at its January 23, 2024 meeting and passed the following resolution:

> **ITC-2024-003**
> **It was MOVED and SECONDED,**
> that the Islands Trust Conservancy Board recommend to the Islands Trust Council that the 2024-2025 budget include funding for:
> - a permanent Protected Areas Manager; and
> - selection and implementation of a protected area management database.

The business cases for these two items are included as attachments to this briefing for consideration by Trust Council. FPC has reviewed these business cases and has recommended that the Protected Areas Manager (tentative job title) be hired in September (see edits in blue).

The attached business cases from the Islands Trust Conservancy Board include the amounts of $104,667 (10 months)/$72,803 (7 months) for a Protected Areas Manager and $20,000 for selection and implementation of a protected area management database.

Note: The Board has asked staff to consider renaming the proposed position to Protected Areas Operations Coordinator. Staff had not had time to consider that request yet, but are considering the title of Protected Areas Team Lead.

The ITC Board also discussed the capacity limitations that it is experiencing and passed the following resolution:

> **ITC-2024-004**
> **It was MOVED and SECONDED,**
> THAT the ITC Board will have to pause acquiring new properties and conservation covenants, as well as developing new NAPTEP covenants until the capacity and funding challenges in property management are resolved.

ATTACHMENTS:
Business cases:

- Islands Trust Conservancy Plan: First Nations Engagement Project (Amended February 2024)
- Protected Areas Manager – 1.0 FTE (Grid 27) (Amended February 2024)
- Protected Area Management Software Purchase and Implementation
- RFD to Islands Trust Conservancy Re: ITC 2024/25 Budget Submissions (October 3, 2023)

FOLLOW-UP: Staff and the ITC representative to the Financial Planning Committee will convey the results Trust Council deliberations to the ITC Board at its March 19, 2024 meeting.

Prepared By:	Kate Emmings, Islands Trust Conservancy Manager
Reviewed By/Date:	Clare Frater, Director, Trust Area Services / February 7, 2024 Financial Planning Committee / February 21, 2024

REQUEST FOR DECISION

To:	ITC Board	**For the Meeting of:**	October 3, 2023
From:	Staff	**Date Prepared:**	September 24, 2023

SUBJECT: ITC 2024/25 Budget Submission

RECOMMENDATIONS:

1) 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.

2) 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 Financial Planning Committee and the Islands Trust Council.

3) 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.

4) That the Islands Trust Conservancy (ITC) Board indicate to Financial Planning Committee that it is preparing a business case for increased ITC staffing due to growth of ITC managed conservation areas.

---

1 PURPOSE: To direct staff regarding preparation of the 2024/25 Islands Trust Conservancy (ITC) Budget submission.

BACKGROUND:

At its May 2023 meeting, the ITC Board discussed the 2024/25 budget needs of the ITC and passed the following resolution:

ITC-2023-018
It was MOVED and SECONDED,
that the Islands Trust Conservancy (ITC) Board direct staff to prepare an ITC Budget request, including the following items, and to return to the ITC Board for review in July:

- *Inclusion of Species at Risk Program grant commitments, totaling $220,000;*
- *An increase to the property management budget of $6,210 to reflect new nature reserves and covenants;*
- *An increase to the travel budget of approximately $1,000 to accommodate additional travel needs for newly acquired remote covenants;*
- *Consideration of further increases to the budget to accommodate increasing property management needs; and,*
- *Development of a business case for the second year of First Nations engagement associated with development of the 2026-2030 ITC Five-Year Plan.*

CARRIED

The ITC Manager has prepared a budget (Table 1) and has incorporated Board requests. Upon review of property management needs with ITC staff, the ITC Manager found that many limitations to property management work are occurring because of limits in Geographical Information Systems (GIS) resources. As a result, staff are recommending that the ITC Board indicate its support for increases to staff capacity in Islands Trust Information Systems to the Financial Planning Committee (FPC) and to Islands Trust Council.

Additional changes to the budget request, not noted in the ITC Board resolution are as follows:

- Addition of $5,000 for contract services to assist with property management administration;
- Addition of a "Safety" line to reflect use of tracking devices for staff working in remote areas;
- An increase to board meeting expenses to allow for two in person meetings in a year; and,
- Further, small increases to travel and legal budgets.

A business case for First Nations engagement associated with development of the 2026-2030 ITC Five-Year Plan has also been prepared and is attached.

Table 1. Proposed Islands Trust Conservancy 2024/25 budget request.

	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%**

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.

CARRIED

ITC continues to grow its network of protected areas and are nearing 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 a $108,000 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.

2 IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL: Provision of budget information to FPC and Trust Council will be accomplished within existing staff resources.

FINANCIAL: The anticipated increase to the Islands Trust contributions to the ITC work is anticipated to be a minimum of $23,135; however, potential increases to ITC staff or other budget areas for increased property management capacity may result in a further budget increase of $105,000 to $125,000.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: ITC staff will forward budget requests to FPC and Trust Council and will continue work towards an analysis of property management needs relative to available staff hours as requested in resolution ITC-2023-019.

FIRST NATIONS: The property management budget and Species at Risk funding provide for costs associated with Indigenous Knowledge Holder expertise and a special budget item for First Nations engagement for the development of the 2026-2030 ITC Plan will augment funding to First Nations for engagement with the ITC.

CLIMATE CHANGE: Work of the Islands Trust Conservancy, as supported by the budget allocations from Trust Council, provides natural climate solutions to climate change. See https://www.iucn.org/news/world-commission-protected-areas/202105/natural-climate-solutions for details on natural climate solutions.

OTHER: None.

3 RELEVANT POLICY(S): 6.3.1 Budget Process

4 ATTACHMENT(S): Business Case: ITC Plan, First Nations Engagement Project

---

RESPONSE OPTIONS

Recommendations:
1) 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.

2) 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 Financial Planning Committee and the Islands Trust Council.

3) 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.

4) That the Islands Trust Conservancy (ITC) Board indicate to Financial Planning Committee that it is preparing a business case for increased ITC staffing due to growth of ITC managed conservation areas.

Alternatives:

1) That the Islands Trust Conservancy Board approve the draft 2024/25 ITC Budget as presented with the following amendments:
   - *[insert amendments]*

   and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2024/25 budget.

2) 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 with the following amendments:
   - *[insert amendments]*

   to Financial Planning Committee and the Islands Trust Council.

Prepared By: Kate Emmings, Manager, Islands Trust Conservancy

Reviewed By: Clare Frater, Director, Trust Area Services / September 25, 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 - $20,000

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: _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:

On January 29, 2024, the ITC Board received a response from the Minister of Municipal Affairs regarding approval of its five-year plan. The Minister directed ITC to take "more time to adequately engage with the First Nations that have expressed interest in deeper conversation about the philosophy of the Conservancy and what approaches the Conservancy is taking to preserve and protect the trust area." The Minister also requested that ITC "continue to lead the way, in cooperation with First Nations in the Trust Area, to develop a Conservancy Plan that aligns with the UN Declaration." Because of the strong direction from the Minister, ITC would like to secure resources for a fulsome engagement of First Nations in the Trust Area for its 5-year Plan. Sources of funding for the $20,000 ITC Plan First Nations Engagement Project are as follows:

- $10,000 from additional tax requisition
- $10,000 from a Provincial Grant

Islands Trust Conservancy (ITC) will begin development of the 2026-2030 ITC Plan in 2024 and the ITC Board is seeking continued 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 funding to assist First Nations with early and meaningful engagement in development of the ITC Plan will put the ITC Reconciliation Declaration (below) 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 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. 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 Indigenous Relations and Reconciliation)	In January 2024, the Minister of Municipal Affairs indicated strong support for engagement of First Nations during the development of the five-year plan. ITC staff will engage the Minister's office early in the development of an engagement plan to ensure that First Nations engagement meets the Minister's expectations.

ALTERNATIVES CONSIDERED:

Option 1 Fully Funded First Nations Engagement ($10,000 covered by tax requisition, $10,000 from a provincial grant)

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 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 is likely that it will also result in a decision to decline approval of the ITC Five-Year Plan by the Minister of Municipal Affairs. If the Minister chooses not to approve the five-year plan, ITC will be unable to move forward with further land conservation.

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) Meets the requirements of the Minister of Municipal Affairs request to the ITC Board for meaningful engagement of First Nations in the Trust Area.
2) Shows meaningful commitment to the ITC Reconciliation Declaration; and,
3) 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 to be covered through tax requisition and $10,000 to be allocated from a Provincial Grant for First Nations engagement. Should ITC not have enough budget, it will consider reallocation of existing budget areas and, if needed, 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 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.

Kate Emmings, Manager, Islands Trust Conservancy	September 25, 2023, Updated February 7, 2024 Finalized February 21, 2024
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:	
Date received: October 3, 2023	**Accepted by ITC Board:** ■ **YES** ☐ **NO**

Next steps:

- The business case was reviewed by Financial Planning Committee February 21, 2024 and forwarded to Trust Council in March, 2024.

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):

Clare Frater
Director, Trust Area Services

For Islands Trust Conservancy Board

Business Area:

Islands Trust Conservancy

Name of Request:
Protected Areas Manager (tentative job title) – 1.0 FTE (Grid 27)

First Year: $104,667 (10 months)
$ 72,803 (7 months) (FPC Recommendation)
Subsequent years: $123,918

Includes:
10 months: $96,255 for salary & benefits
7 months: $65,000 for salary & benefits (FPC recommendation)
plus funding for training, travel, cell phone, College of Applied Biology fees and purchase of a new computer in the first year.

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: 01/21/2024

Funding Required for (date range): From June 2024 onwards

ISSUE/OPPORTUNITY:
The mission of Islands Trust Conservancy (ITC) is to protect special places by encouraging, undertaking, and assisting in voluntary conservation initiatives within the Islands Trust Area. ITC currently monitors and manages

34 nature reserves and 79 conservation covenants covering 706 ha and 677 ha respectively for a total of 1,383 ha. ITC increases its protected areas by approximately three per year.

Management of protected areas is becoming increasingly complex due to impacts of climate change; increased issues associated with invasive species, degraded ecosystems, and species at risk stewardship; commitments to engagement of First Nations in management activities; increases in the number of new landholders and new neighbours; and increasing recreation in nature reserves. ITC capacity is not keeping pace with the increases in protected area management needs. The ITC has reached or exceeded the capacity of staff to manage and monitor properties, and respond to breaches and trespasses while also working towards strategic goals and objectives set out in the Minister-approved Five-Year ITC Plan, the draft Three-Year ITC Plan (currently before the Minister of Municipal Affairs) and the Islands Trust Conservancy's Regional Conservation Plan. The ITC Board has adopted a Property Management Strategy (2017) that guides its protected area management program. Since 2014, the Board has been taking actions to put constraints on new property securement and to manage workloads carefully.

The ITC Board has a commitment to managing its lands in such a way that ecological integrity is maintained or improved over time. Ideally, this includes actively engaging in ecological management such as invasive species removal, species at risk protection, preventing or mitigating recreation damage, and addressing historic disturbances of the land. At this time, the ITC's core protected area management programs meet basic requirements of land care. The core program does not include regular ecological monitoring to determine if the ecological values protected are being sustained, there is no routine monitoring of species at risk, trail maintenance is limited to addressing serious hazards, there is limited invasive species removal, and no systematic tracking or mapping of management concerns. In recent years, through the Species at Risk program, there has been targeted efforts to monitor and restore species at risk and their habitat and this funding has helped to increase conservation values on ITC managed lands.

The ITC Board has also committed to monitoring its conservation covenants annually to ensure compliance and to monitoring its nature reserves annually for safety and trespass. The ITC Board has responsibilities to Environment and Climate Change Canada where it is the recipient of a conservation property that is an ecological gift under the *Income Tax Act*. ITC currently cares for twenty-seven ecological gifts, eighteen as covenants and nine as nature reserves. Any evidence of breach or trespass must be documented thoroughly and be addressed.

Protected area management is comprised of two main functions:

1. Protected area management which generally includes the following activities: invasive species removal, native plant and habitat restoration, exclosure fence installation and maintenance, species or habitat assessments, trail construction and maintenance, signage construction and maintenance, bat and bird box installation and maintenance, dog waste bag removal services, hazard assessments, and, as necessary and guided by policy, mitigation of hazards. In addition, staff respond to trespasses such as unauthorized tree cutting by neighbours or the Ministry of Transportation and Infrastructure and garbage dumping.

2. Annual compliance monitoring which involves contacting the landholder/partners to coordinate the monitoring visit; walking the land along established monitoring routes, including along accessible property boundaries and any trails; filling out a site monitoring form that takes into account the standard land use restrictions under a conservation covenant; taking repeat photos at established monitoring stations; documenting any ecological, compliance, and trespass concerns; and providing a final report with management recommendations, which can be followed up on by ITC, covenant co-holders/partners, and landholders as appropriate and as resources permit.

ITC has nine staff positions or 7.87 full time equivalent (FTE) staff positions (Appendix A). The Property Management Specialist, Covenant Management & Outreach Specialist, and Conservation & GIS Technician (summer co-op student, 100% grant funded) positions are dedicated to protected area management while the other positions in the organization offer support while undertaking other duties.

Property Management Specialist:

- Develops and manages an annual monitoring program for nature reserves
- Responsible for management of Islands Trust Conservancy lands
- Conducts property monitoring to determine nature reserve management needs and investigates trespass, identifies appropriate actions and provides written investigation reports with recommendations to the Island Trust Conservancy Board
- Negotiates and manages contracts
- Develops and implements Property Management Strategy
- Identifies and evaluates public safety issues and potential risks to ecological and cultural values
- Engages volunteer wardens and community members
- Coordinate volunteer events for management tasks
- Collaborates with First Nations on property management initiatives
- Assesses need for ecological restoration, implements restoration plans and evaluates
- Evaluates management and restoration activities through monitoring and site visits

Covenant Management & Outreach Specialist:

- Develops and manages an annual monitoring program for covenants
- Conducts property monitoring to determine covenant management needs and investigates covenant compliance, investigates violations of covenants and issues of trespass, identifies appropriate actions and provides confidential written investigation reports with recommendations to the Island Trust Conservancy Board
- Implements required covenant management actions
- Collaborates with First Nations on covenant management initiatives
- Assesses need for ecological restoration, implements restoration plans and evaluates
- Prepares and presents technical information and evidence to legal counsel and attends court to provide evidence obtained during an investigation of a covenant breach
- Provides education materials and advice to the public, Islands Trust staff and other agencies regarding the Islands Trust Conservancy conservation covenant management practices and land protection tools, as well as the ecological and cultural values in the region.
- Plan, develops, manages and conducts public awareness and information programs, events, workshops and meetings related to conservation options
- Develop, implement and evaluate landowner contact programs to inform landowners of land protection and donation opportunities, and to educate about ecological and cultural features.

Cop-op Student

The student assists with the following protected area management activities:

- Review and application of management plans and conservation covenant agreements;
- Monitoring conservation covenants and nature reserves;
- Enhancing habitat for species at risk;
- Controlling invasive species;
- Liaising with conservation partners, private landowners, and First Nations;
- Collecting field notes and transcribing data;
- Supporting iNaturalist projects; and
- Processing spatial data to create and manage maps using ArcGIS.

Islands Trust Conservancy Manager
The ITC Manager provides oversight of the program including financial management, strategic planning, staff hiring/supervision, contract/procurement processes/approvals, support for policy/enforcement issues, support for engagement with First Nations, reviewing reports to the Board, etc. This takes at approximately 10 hours a week. Due to heavy workload demands in recent years, the Manager has been unable to take on policy analysis/development work related to protected area management. In addition to supporting the ITC Board and undertaking financial management, complex land negotiations, issues management, engagement with First Nations, participation in inter-governmental working groups, liaison with the Province's Board Resourcing Office, orientation of new Islands Trust staff to the ITC's work, and drafting of referral responses, policies and procedures, the ITC Manager oversees functions such as conservation planning, corporate/workload planning, land/covenant acquisitions, First Nations engagement, communication, strategic fund development and donation management, administration, and program delivery. The ITC Manager's workload is beyond full-time hours. It is challenging for the ITC Manager to manage a staff of eight direct reports, who span a range of specialties, and also deliver on projects such as engagement with First Nations on the Islands Trust Conservancy Plan, and corporate planning work. Recently, the ITC Manager has experienced burnout and health issues, primarily due to workload, and has required medical leave to regain health equilibrium.

There are insufficient staff hours available to manage properties to the standard expected by the Board (i.e., timely identification and addressing of trespass or covenant violations) while also doing due diligence to:

- respond to an increase in the number and complexity of ecological concerns (e.g., climate change impacts, species at risk);
- address human dimensions of conservation (e.g. First Nations engagement, addressing wildfire risks to communities); and
- accommodate new regulatory requirements (e.g. Applied Biologists Regulation)

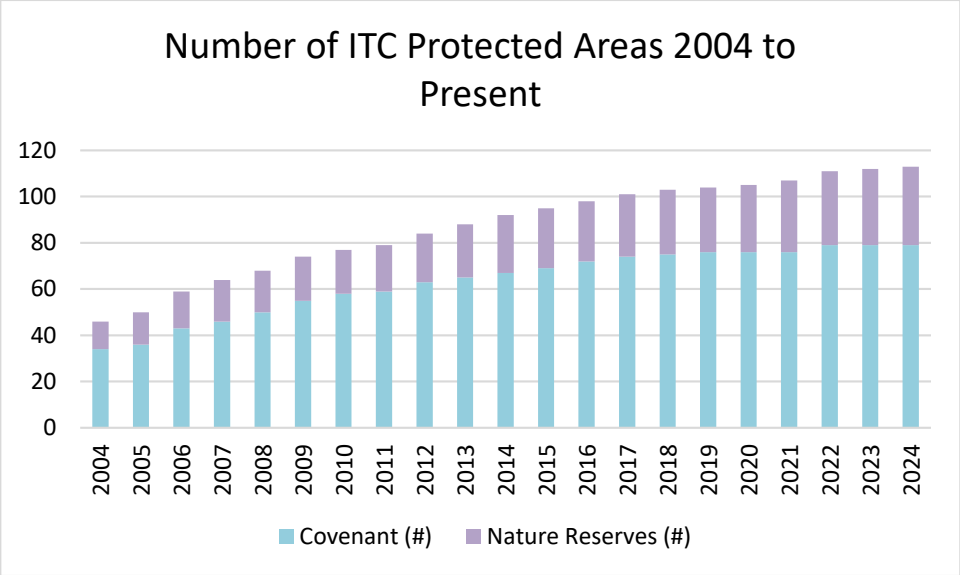
There is also a lack of a senior policy advisor position with ITC to undertake the policy work expected by the ITC Board and Trust Council to address topics such as wildfire prevention, risk management, climate change impacts.

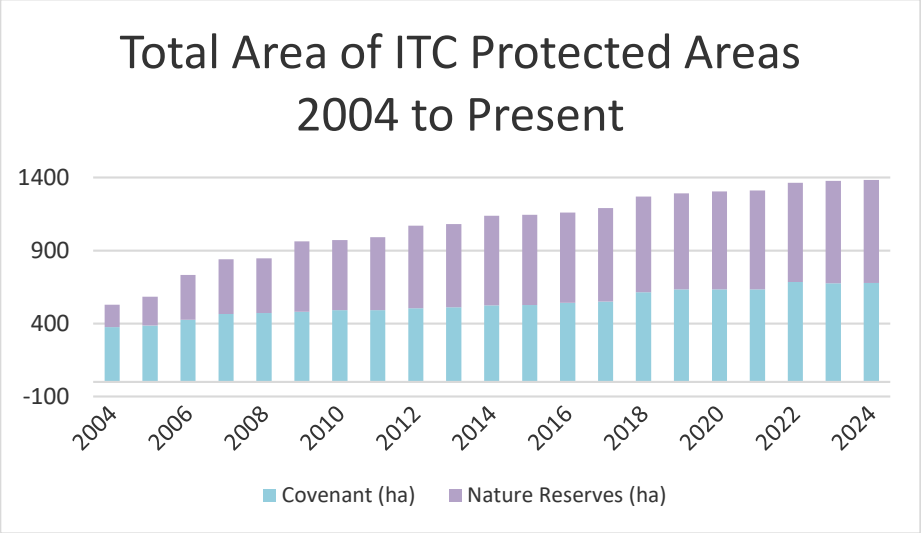
How We Got Here:

The following is a list of key contributing factors to the challenges faced by the ITC regarding protected area management.

Growth in Properties Requirement Monitoring and Management

The number and size of ITC protected areas has increased steadily since the establishment of ITC (see below for increase since 2004). This increase in protected areas is in accordance with ITC Plans, which are required by the *Islands Trust Act*, approved by the Minister of Municipal Affairs and have been reviewed by Trust Council. It is important to note that management effort is not directly correlated to size as some properties have trails, regular public use, specific hazards or features that require special effort, issues with trepass/breaches, are water-access only, etc.





Prior Underfunding of Protected Area Management Activities

Prior to 2020, ITC property budgets increased at the request of the ITC Board without reference to an increase in number of properties or hectares of protected area or inflation. This approach led to underfunding of protected area management activities which the ITC Board addressed by successfully requesting a substantial increase to the property management budget in 2019/20. A result of the chronic underfunding there was a backlog of management activities to address, which staff are still working on.

Need for studies and actions related to climate change adaptation

- Desire to understand how protected areas will be impacted by climate change including:
  - Sea level rise
  - Changes in hydrology (i.e. freshwater inputs, levels and flows, seasonal drought)
  - Species ranges and migration and new invasive species
  - Increase/change in pests and disease
- Desire to understand wildfire risks and potential risk mitigation

Need for expansion to property management activities

- Desire for more policy development related to public safety risk management and mitigation measures (e.g. policy, signage, non-slip surface installation, tree cutting).
- New and expanding invasive species/pest infestation management needs
- Desire to more deeply involve First Nations in approval processes for new properties, management planning and management activities.
- Lack of biologist position in Planning Services (addressed by Trust Council in Dec 2023 via grant application)
- Increased procurement needs due to new provincial Applied Biologists Regulation
- Change in property owners and neighbours and a downward trend in volunteer availability
- A federal Species at Risk grant, which is funding new projects in ITC protected areas and has added to the volume of work for the ITC team.
- Insufficient GIS staff time (see details in GIS Coordinator business case)

Proposed Solution:

To address these challenges and ensure the effective delivery of protected area management services, the proposal is to add a new Protected Areas Manager position to address the service shortfall. This business case is being advanced by the Islands Trust Conservancy Board following a review of a Business Solution Options document on January 23, 2024 providing context and options for protected area management issues.

The Protected Areas Manager would report to the ITC Manager and supervise the Property Management Specialist, Covenant Management and Outreach Specialist, Species at Risk Program Coordinator and the Conservation & GIS Technician (summer co-op student). This position would take on protected area management policy analysis related to risk management and climate change adaptation including wildfire risk mitigation, would support First Nations engagement related to protected area management, and would coordinate process and technology improvements. The position would also be a Registered Professional Biologist able to supervise and approve projects as required.

PROJECTED RESULTS/DELIVERABLES:

Adding resourcing to the ITC team in the form of a Protected Areas Manager, Grid 27 level (equivalent to Islands Planner/Senior Policy Advisor) will result in the following benefits:

Reduced Risk of Burnout: An additional FTE will address the identified issue of insufficient staff hours available for the work requested and the burden it has placed on the staff.

More policy analysis capacity: A Protected Areas Manager could take on analysis and implementation planning for protected area management issues to address topics such as climate change and risk management.

Improved planning and coordinator of protected area management activities: The position would have responsibility for overall planning and coordination of management and enforcement activities.

Will free up the oversubscribed ITC Manager for other duties: This position would reduce the number of direct reports by 2 FTE and a co-op student. The Manager currently allocates about 10 hours a week to supporting protected area management.

Adds Registered Professional Biologist (RPBio) sign off to the team

Provides an additional RPBio on the ITC staff for protected area management. Currently, the Ecosystem Protection Specialist is the only ITC staff member who meets this qualification.

Improved work environment: Introducing a Protected Areas Manager position will add needed stratification to the ITC team, fill a current policy analysis hole, and provide needed project management capacity.

RISK ASSESSMENT:

Hiring a new Protected Areas Manager to support the ITC team and Board comes with minimal risk to the organization. The main risk lies in not adequately addressing the growing demands and complexities of protected area management. Potential risks associated with hiring 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 Protected Areas Manager outweigh these risks. Adequate measures can be taken to mitigate these risks and ensure the successful integration of the new role into the ITC team.

ALTERNATIVES CONSIDERED:

Alternative 1: Do not hire the proposed 1.0 FTE (Status Quo)
Benefits: None.

Risks: Without hiring a Protected Areas Manager the organization will face a continued lack of staff capacity to deal with overarching issues and increasing protected area management responsibilities. There is also a risk of continued staff burnout and declining morale. In addition, there is a risk that threats to visitor and community safety from property hazards and wildfire, respectively, will go unaddressed. Without new resources, or a reallocation of priorities by the ITC Board, the ITC Board will be increasingly challenged to address declining ecological health of protected areas. Without the project management capacity this position will bring to the team there is potential for exposure to litigation that may be avoidable with property management systems in place (see related business case for protected area management software). Finally, the ITC Board will likely be faced with a difficult decision regarding securement of additional conservation lands and may need to cease its nature reserve and covenant acquisitions until it has sufficient resources to manage them.

Financial implications: No immediate financial implications, however, continuing to operate in an under-resourced manner risks the costs associated with staff leaves or staff turnover, and risks possible increased future legal and enforcement costs.

Resource requirements: None - the organization will rely on existing staff and intermittent solutions, resulting in ongoing strain on resources and limited policy analysis/research capabilities for protected area management.

Alternative 2: Engage with independent contractor(s) 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, Cost of contracts likely to be similar to a staff position, with less integration with the ITC team, and challenges in integrating external resources into the organization's work. This approach would addresses research and policy analysis for property management but not oversight

of their components but not implementation. This approach doesn't solve the issue of the ITC Manager having too many direct reports.

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 Conservancy protected area management program.

Rigorous and well-executed hiring process: Conducting a thorough and meticulous hiring process is essential to secure high-quality staff for the Protected Areas Manager 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.

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.

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 Protected Areas Manager position. Having the backing of key decision-makers ensures the allocation of financial resources and organizational support required for the successful implementation. Without adequate support, the initiative may face financial constraints and limited resources, hampering its effectiveness and overall impact.

RECOMMENDED OPTION:

Hire a permanent Protected Areas Manager 1.0 FTE

This option provides the greatest benefit to the organization and ensures the well-being of ITC staff members. By hiring a Protected Areas Manager, the organization can access skilled resources dedicated to addressing protected area management challenges while freeing up time for theITC Manager to focus on other needed work such as First Nations engagement and corporate planning.

Benefits of this option include include:

- **Enhanced protected area management capabilities:** Hiring a permanent Protected Areas Manager allows for the development of a highly skilled protected area management team capable of meeting the organization's and the protected areas' evolving needs. This increased capacity will enable the team to tackle complex projects and deliver high-quality services to support the Islands Trust mandate.

- **Improved job satisfaction and staff retention:** By providing the ITC team with this needed resources, 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 Protected Areas Manager will play a crucial role in driving desired changes and improvements within the organization.

COST/BENEFIT ANALYSIS:

Quantitative Discussion:

The annual ongoing cost of hiring a permanent 1.0 FTE Protected Areas Manager is estimated at approximately $123,918, 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 ITC team 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. Adding this position will lead to reduced exposure to litigation that may be avoidable with a better technology systems in place (see related business case for protected area management software).

Qualitative Discussion:

Hiring a Protected Areas Manager 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. Hiring this position will also help ITC uphold the mandate to preserve and protect the Islands Trust Area.

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 drafting a job description, working with PSA to classify the position, 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:

The job description will be drafted and sent to PSA in mid-March 2024, following budget approval. The job opportunity will be posted in early May, with screenings and interviews taking place in early June 2024. The anticipated start date for the new hire is in June 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, are expected to be realized beginning in fall of 2024, with project results starting in 2025.

STAFF RESOURCING:

Pre-hiring activities:
Islands Trust Conservancy Manager: Develop job description, including finalizing job classification. Hiring process duties: identifying suitable candidates, screening resumes, preparing and scoring screening tests, conducting interviews, conducting reference checks, and making job offer. Estimated time: 60 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 (Islands Trust Conservancy Manager + 2 others): Conduct interviews and participate in post-interview discussions. Estimated time: 2 hours per interviewee per panellist.

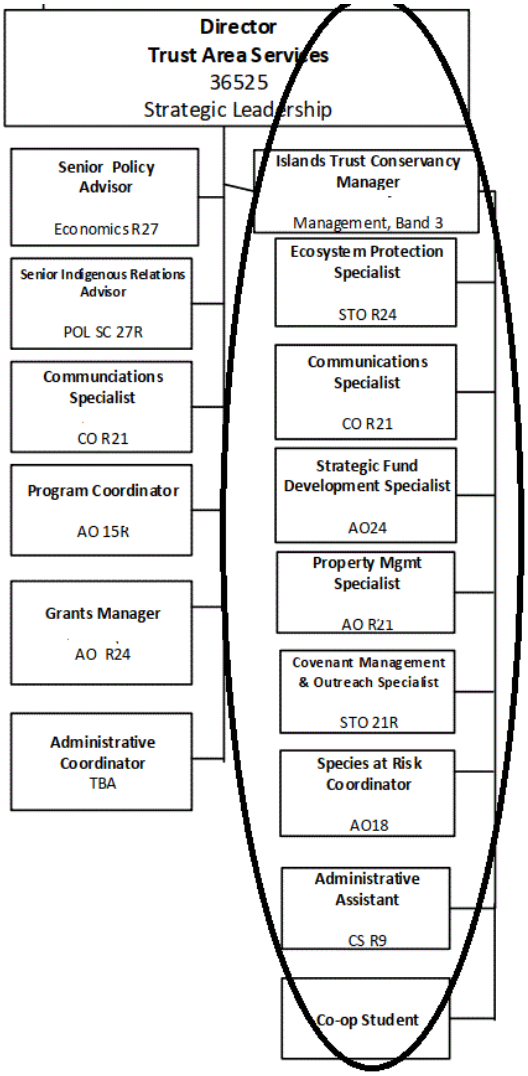
Post-hiring activities:
Islands Trust Conservancy Manager: Oversee and conduct training and orientation with new staff for a period of 2-3 months.
Employee Services Coordinator: Process new hire paperwork, schedule and deliver basic new hire orientation and onboarding sessions. Total time: 15 hours.
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 information. 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 Public Service Agency job site and other relevant job portals, following standard hiring procedures. This approach ensures transparency and provides equal opportunities for potential candidates.

Clare Frater, Director, Trust Area Services	January 19, 2024
Initiator Name, Title	Date
Islands Trust Conservancy Board	January 23, 2024
Reviewed by Department Lead: Name, Title	Date

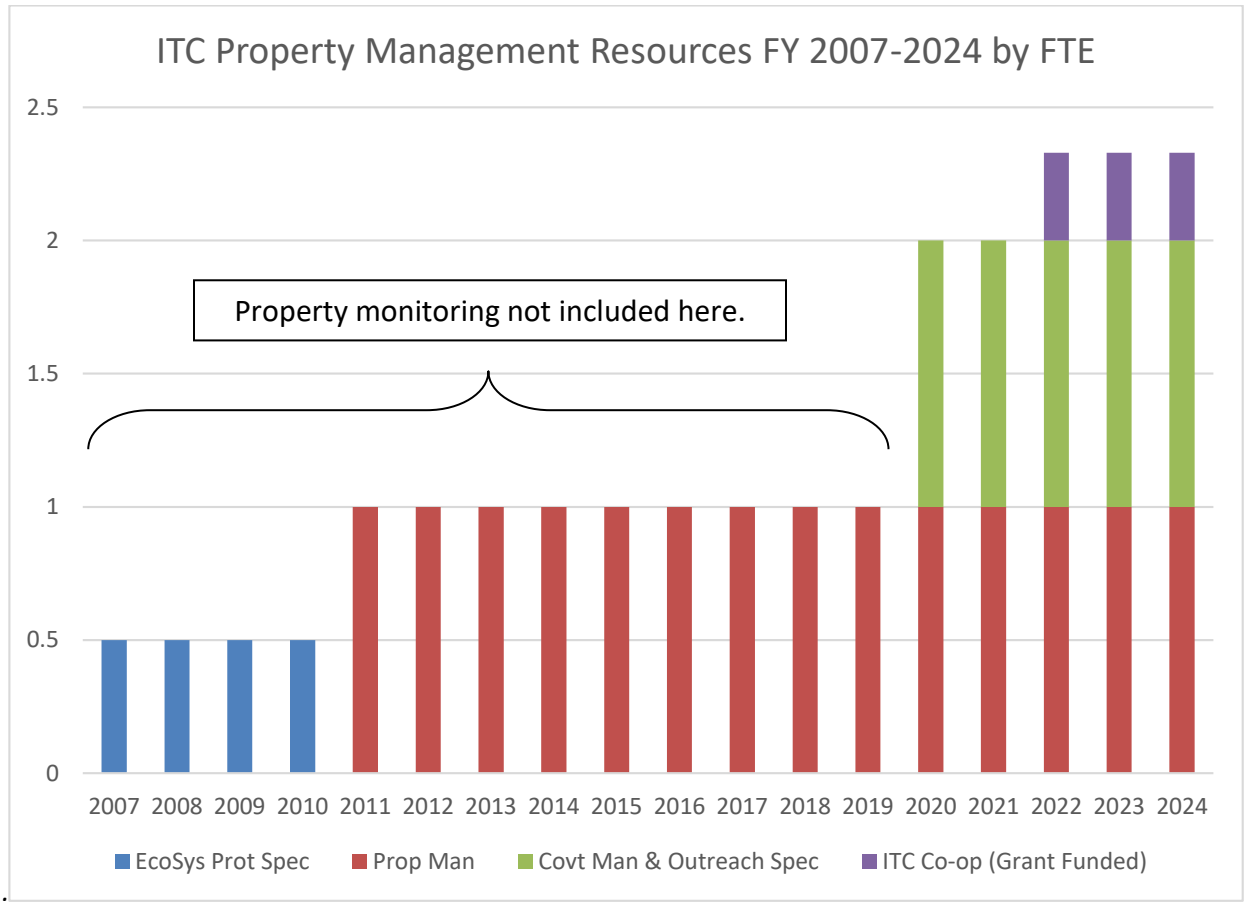
Appendix A: Organization Chart for Islands Trust Conservancy



Current ITC staff:

1. Manager
2. Ecosystem Protection Specialist (Classification level 24 (Planner 2 equivalent))
3. Communications Specialist
4. Property Management Specialist (Classification level 21 (Planner 1 equivalent))
5. Covenant Management and Outreach Specialist (position created in 2019 upon the retirement of longstanding contract monitors) (Classification level 21 (Planner 1 equivalent))
6. Strategic Fund Development Specialist
7. Species at Risk Coordinator
8. Administrative Assistant
9. Coop Student (seasonal)

Appendix B: Protected area management staff levels since 2007



Note: Protected area management until 2011 was done by the Ecosystem Protection Specialist. In 2011, protected area management was removed from the Ecosystem Protection Specialist role. This chart does not reflect that in 2019 ITC discontinued a long-standing part-time covenant monitoring contract that represented about 0.3 FTE.

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:
Protected Area Management Software

$20,000

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: 1/23/2024

Funding Required for (date range): April 1, 2024 to March 31, 2025. In addition, an estimated additional $7,000 per year for annual license fees for software.

ISSUE/OPPORTUNITY:

The Islands Trust Conservancy is experiencing a growth in the number of properties and the complexity of protected area management and other issues, but staff do not have adequate software to manage information about protected areas and associated management action. This proposal is to hire a contractor to assist the Islands Trust with selecting and implementing new software, and for software licencing costs. The Islands Trust Conservancy Board, following a review of a Business Solution Options document on January 23, 2024, is advancing this business case providing context and options for protected area management issues.

No dedicated protected area management software
As a cost-efficient approach, Islands Trust Conservancy (ITC) staff have been trying to use Islands Trust's existing mapping database, *TAPIS Info*, to store, organize, and run reports on protected area management information, even though the structure and functionality of this software is cumbersome for this purpose. The software offers limited ability to record and track such basic information as landholder turnover on a covenanted property or to link management concerns or breaches to properties, and cannot generate any type of report about ITC's nature reserves or covenants without laboriously reviewing each individual file to compile information. This approach is an inefficient use of staff time, hampers quality corporate and long-term financial planning, and is negatively affecting staff morale.

In addition, Information Services staff have advised ITC staff that ITC will need to migrate to an off-the shelf database product at some point as *TAPIS Info* is not a long-term solution to ITC's key functional need for supporting ongoing property data tracking.

PROJECTED RESULTS/DELIVERABLES:

The projected results and deliverables resulting from a transition to a new protected area management database from the legacy *TAPIS Info* include:

Enhanced Protected Area Management System
The implementation of modern protected area management software will result in an enhanced protected area management program for the Islands Trust Conservancy. The new system will offer improved functionalities and capabilities, addressing the limitations of the current *TAPIS Info* application.

Expanded Reporting Capacity
New software 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, and reduce wasted staff time.

Improved Efficiency and Productivity
Dedicated protected area management software will lead to improved efficiency and productivity.

Long-term Sustainability
New protected area management software will position the Islands Trust Conservancy for long-term sustainability in managing properties and covenants, and will help the Board and staff make informed decisions into the future.

RISK ASSESSMENT:

Risks	Impact	Mitigation
Unavailability of Information Systems staff Unavailability of Information Systems staff to assist with the project	**High** Medium Low	ITC staff will consult with Information Systems Manager early to plan the project and adjust project as required to accommodate other planned initiatives.
Lack of staff for procurement/contract management	**High** Medium Low	ITC staff will provide advice to the ITC Board regarding which work items to delay to accommodate contract management

Management of procurement processes and contracts is not feasible with existing ITC staff resources		
Procurement Challenges It may be challenging to identify a contractor to assist with needs assessment, software research and selection, data migration, and staff training (including user manual) in the specialized area of protected area management for conservation areas.	**High** Medium Low	**External expertise** Staff will involve BC Bid staff to seek advice on procurement in this area. Staff will also reach out to the broader land trust movement to ask for recommendations. ITC staff will also ensure that Information Systems staff are involved in the process to ensure ongoing support needs are considered.
No off-the-shelf software options No off-the-shelf software is available to meet ITC needs	**High** Medium Low	**Delay other work** ITC staff will consider options and return to the ITC Board for discussion of next steps
Technical Challenges Implementing a new software system, 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** Medium Low	**Pilot Testing and User Feedback** Conduct comprehensive pilot testing of the integrated system with a selected group of staff to identify and address technical challenges. Gathering user feedback during this phase will help refine the system before full deployment.
Staff Training and Adoption 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 Medium **Low**	**Comprehensive Training Program** 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 With external software handling sensitive landowner and protected area management 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 Medium **Low**	**Data Security Measures** Implement robust data security protocols, such as encryption, and access controls.
Cost Overruns: Software projects can be subject to unexpected costs, such as additional customization or third-party	High Medium **Low**	**Clear Project Scope and Contingency Planning** Define a clear project scope, undertake needs assessment process prior to software selection, and have contingency plans in place for potential cost overruns or delays. Regular

integration requirements. Budget overruns could strain the financial resources allocated for the initiative.		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, inefficient systems that present with its limitations and inefficiencies. Inability to effectively track enforcement of covenant breaches and trespasses in nature reserves which may result in inability to enforce covenants and take legal action against trespass.
Financial Implications: No direct financial costs, but potential missed opportunities for improvement and staff time savings.
Resource Requirements: No additional resources required.
Other Implications: Hindered achievement of strategic objectives related to ITC protected area management strategy and staff efficiency.

Option 2: Internal process to select software (no contracted support)

Benefits: Lower initial financial investment.
Risks: Lack of staff time to implement resulting in project delay/non-completion. Lack of staff expertise in software selection and implementation. A staff-led approach to selecting new software to recommend has been the de-facto approach for a number of years and has not resulted in success.
Financial Implications: Savings of $15,000 in proposed project budget.
Resource Requirements: 200 hours of ITC Manager time. Given that the ITC Manager's time is already over-allocated, and the Manager is required to lead engagement with First Nations on the next ITC Plan in 2024/25, this is not feasible. If a new Protected Areas Manager position is created, this position could take on the project, but would be a need to balance with a backlog of other priority Board projects waiting to be addressed. It is also unknown if this person would have the required technical knowledge for data migration.

In addition, 200 hours of ITC Manager time to participate in needs assessment and training, 70 hours from both the ITC Property Management Specialist and ITC Covenant Management and Outreach Specialist would be required to participate in needs assessment, data migration, testing and training. Approximately 5-10 hours for the Information Systems team to be responsible for system security and network access, and advising on compatibility of new software with current software. Additional time may be required for data migration.

Other Implications: Risk of inadequate process leading to selected software that may not fully address long-term needs, risking inadequate technology for future growth and challenges.

Option 3: Contracted software selection and implementation support and purchase of protected area management licence

Benefits: Dedicated resource for needs assessment, software selection, data migration and training/ documentation as well as longer-term benefits that include staff time savings, staff stress reduction, better reporting and analysis, and long-term financial planning.
Risks: As set out above.
Financial Implications: Highest initial investment, but offers highest likelihood of project success and potential cost savings in the long run.

Cost Summary

Software Licenses & Subscriptions – 2024 estimated	$5,000
Contracted needs assessment/software selection/data migration/training/documentation	$15,000
Total	**Approx. $20,000**

Resource Requirements: 70 hours of ITC Manager/Protected Areas Manager time to procure, let and manage contract with support from Finance and Information Systems staff and a further 20 hours to participate in needs assessment and training. 70 hours from ITC Property Management Specialist and ITC Covenant Management and Outreach Specialist to participate in needs assessment, data migration, testing and training. Approximately 5-10 hours for the Information Systems team to be responsible for system security and network access, and advising on compatibility of new software with current software. Additional time may be required for data migration.

Other Implications: Aligns with strategic objectives, providing a modern and efficient solution to address current and future ITC protected area management challenges.

CRITICAL SUCCESS FACTORS:

Contractor Procurement
A knowledgeable contractor will be essential to ensuring the correct software is identified and properly customized.

User Engagement
The active involvement and engagement of system users is critical for the successful selection and implementation of the a new software system. User 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 systems to the new system and seamless integration with other systems is 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 systems.

Effective Change Management
A well-structured change management strategy is necessary to address potential resistance to change and ensure a positive transition for staff.

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 a careful selection process and user buy-in, the new system may not be used to its full potential and may not be a good fit resulting in suboptimal protected area management planning and reporting 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 increased administrative burden and staff stress.

Delayed Implementation
If the initiative faces significant delays in implementation, the Islands Trust may continue to suffer from the limitations of the current systems, hindering progress towards strategic objectives.

In summary, meeting critical success factors, such as user engagement and comprehensive training is essential for the successful implementation and effective utilization of protected area management information. 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: Contracted software selection and implementation support and protected area management licence purchase

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 systems. By opting for contracted support with all components of software selection and implementation, there is a high likelihood of success.

Streamlined Processes
Introduction of dedicated protected area management software will streamline protected area management processes and consolidate information, leading to staff time efficiencies and better reporting to Board.

Supports Improved Corporate/Financial Planning
Consolidation of information into protected area management software will assist staff to develop future budgets and long-term financial estimates. Current systems hamper data analysis/consolidation.

Mitigating Risks
While seeking and implementing new software may pose some implementation challenges, the benefits of new software outweigh these risks. Adequate planning, staff training, and change management can mitigate potential obstacles.

In conclusion, Option 3, which involves seeking external assistance to select and implement new protected area management software offers the optimal solution to address the identified issues and opportunities. By embracing this approach, Islands Trust Conservancy will be able to continue operations, and improve protected area management while increasing staff satisfaction and providing better information to the ITC Board and Trust Council in alignment with their strategic goals.

COST/BENEFIT ANALYSIS:

Quantitative Considerations

Financial Costs:

Cost Summary

Software in Year 1	$5,000*
Contracted needs assessment/software selection/data migration/training/documentation	$15,000
Total	**$20,000**

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.

Software Maintenance **$7,000*** ($5,000 year 1)

*Software costs are based on preliminary conversations with other land trusts about software options.

Financial Benefits (Savings):

Efficiency Gains

New protected area management software will lead to staff time efficiencies. In time, the TAPIS Info system can be phased out (assuming the bylaw enforcement information moves to CityView) reducing maintenance and support costs.

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
New data and reporting capabilities can empower decision-makers with better insights and data-driven information for strategic and financial planning.

Transparency and Accountability
The new system can enhance transparency for the protected area management program in terms of better reporting and analysis of actions/costs, leading to increased public trust in the organization.

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, and transparency.

PURCHASING PROCEDURE:

The procurement of a contractor and the new software will comply with the Procurement Policy.

PROPOSED IMPLEMENTATION STRATEGY:

The roll-out of the recommended solution, which involves procuring a contractor and selecting and implementing a software solution 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.
- Procurement process to select contractor
- Initiate contract negotiations with the selected vendor.

Phase 2: Needs Assessment/software research process

- Contractor to conduct needs assessment interviews with select staff and Board members
- Contractor to research available software
- Recommendation and selection

Phase 3: System Configuration and Customization/Data Migration

- Contractor to work with the vendor to configure new software to meet the organization's specific needs.
- Migrate data into the new software with contractor support
- Update data to ensure that data for each property is complete
- Conduct thorough testing to ensure the module functions as intended.
- Contractor to develop user manual

Phase 4: Training and User Acceptance Testing

- Provide comprehensive training to staff members and stakeholders on using the new software effectively.
- Conduct user acceptance testing to validate the system's functionality and address any issues before the full deployment.

Phase 5: Full System Deployment

- Roll out the new software to all relevant staff and report to Board.
- 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 procurement of a contractor, the results of the needs assessment process, and the extent of customization required for the new software. However, based on preliminary estimates the anticipated date of completion for this initiative is approximately nine months from the project initiation. It is important to note that this timeline is subject to adjustments based on unforeseen challenges 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 include:

Project Manager – ITC Manager (and/or ITC Protected Areas Manager if approved)

- The project manager will oversee the entire implementation process, including planning, coordination, and monitoring.
- Will participate in needs assessment and training.
- Hours Required: Approximately 90 hours throughout the project.

Property Management Specialist and Covenant Management and Outreach Specialists

- Will support the needs assessment and data migration.
- Will participate in needs assessment and training.
- Will participate in testing, provide feedback, and validate system improvements.
- Hours Required: Approximately 70 hours each throughout the project.

Information Systems Team (Technical Staff)

- The Information Systems team will be responsible for system security and network access, and advising on compatibility of new software with current software.
- Hours Required: Approximately 5-10 hours throughout the project. (Additional time may be required for data migration.)

Total Estimated Staff Hours: 240 hours.

Assessment of Expected Staff Hours

While the project will demand a significant amount of staff time from already fully-subscribed staff members, this is resolved somewhat if a new Protected Areas Manager position is created and filled. Ultimately, the project will result in increased staff efficiency and productivity.

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, there will be clear, regular communications about the project, and a comprehensive training program will be developed 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 database. The contractor will provide a user manual to provide ongoing support.

Communication and Collaboration Strategies

Needs Assessment Session
A Needs Assessment Session will be organized to gather input from protected area management and information services staff. These sessions will provide a platform for open dialogue, allowing staff to express their needs, concerns and suggestions, and fostering a sense of ownership in the initiative.

Regular Progress Updates
Regular progress updates will be communicated to all staff and the Board 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 staff and the Board 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. Given the current challenges, and the number of years they have persisted, it is expected that protected area management staff and Information Services staff will be enthusiastic champions and participants.

Collaborative Decision-Making
Encouraging collaborative decision-making will ensure that all perspectives are considered in the customization of the software.

Identification of Other Stakeholders

In addition to the protected area management staff, the following groups may also be involved:

Information Systems Department
The Information Services department will play a crucial role in providing advice and technical support, and assisting with data migration as needed.

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 long-awaited protected area management software.

Clare Frater, Director, Trust Area Services	January 17, 2024
Initiator Name, Title	Date
Islands Trust Conservancy Board	January 23, 2024
Reviewed by Department Lead: Name, Title	Date

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 13, 2024
From:	**Stefan Cermak, Director, Planning Services**	**Date Prepared:**	February 22, 2024
SUBJECT:	**Planning Services – Projects Feasibility Assessment**		

PURPOSE

To provide the Trust Council 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:

Trust Council 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.

Trust Council may also seek staff feedback on the feasible application of the $150,000 First Nations Engagement Grant received from the Ministry of Municipal Affairs.

Prepared By: Stefan Cermak, Director, Planning Services
Concurred 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):*

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.

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).

Updates to business case since LTC approval are shown in blue font

TO BE COMPLETED BY INITIATOR

Requested by *:*

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*:*

2024-2025 - $27,000 (without water assessment)
2024-2025 - $77,000 (with water assessment)
2025- 2026 - ~$25,000 (Phase 3)

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 may 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.
- Addressing climate change mitigation and adaptation.

By the end of Phase 2 it is anticipated that a first draft of the revised OCP will be complete. Where new DPAs are being created, mapping and guideline development will be complete in Phase 3 of the project (2025/26). Phase 3 will also involve amending the LUB to ensure consistency with the revised OCP. The anticipated cost of Phase 3 is ~25,000 to support First Nations engagement, legal review, public engagement and data and mapping.

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:

Phase 2 (2024/2025)

Vision and Values Document Completion		
Graphic Design for Gabriola Vision 2050 document	Spring 2024	$2,000
Public Consultation/Communications/Legal Review		
Series of CIMs on specific priorities	Spring/Fall/Winter 2024	$3000
Communications	Spring/Fall/Winter 2024	$2,000
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 * *likely to be added to RPC budget request		$50,000
Project Total for 2024/25		
Without Water Availability Assessment		$27,000
With Water Availability Assessment		$77,0000

Phase 3 (2025/2026)

First Nations Engagement	~$8,000
Communications/Public Engagement	**~$**8,000
Legal Review	**~$**4,000
Data and mapping	~$5,000
Estimated Total	**~$25,000**

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:

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. A consultant will be hired through Request for Proposal for work related to the water availability assessment.

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:

This project will be producing model communications and engagement processes and products which could serve as templates for other LTC projects.

Requested by : GBILTC

Prepared by : Narissa Chadwick, July 10th, 2023

Reviewed by: 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

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).

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:
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):*
FY2024-25: $226,000
FY2025-26: $20,000

Total project over two years: $246,000[1]

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
Staff amended: February 13, 2024

Funding Required for (date range):
April 1 2024-March 31, 2025, $222,000
April 1 2025-March 31, 2026, $20,000

[1] This total consists of $96,000 in unspent project funding to be carried over from fiscal 23/24 and a $150,000 grant received to undertake a Complete Communities Assessment. See page 3 of this Business Case for further information about these funding sources.

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
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.

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 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 an 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 increase 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**	**Total Budget**	**Projected expenditure by the end of 2024/25 FY**	**Projected expenditure by the end of 2025/26 FY**
Complete Communities Assessment	Present to September, 2024	$150,0000	$150,000	
Early and ongoing consultation with 13 First Nations with territorial interests on SSI	Ongoing	$26,000	$16,000	$10,000
Consultant contract for public engagement program	Spring 2024 – Fall 2024	$59,000	$49,000	$10,000
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	April 2024 – March 2025	$11,000	$11,000	
	Total FY2024/25 Request	**$246,000**	**$226,000**	**$20,000**

Part of the OCP/LUB Major Update Project, but with a distinct deliverable, the SS LTC has received a $150,000 grant from the Union of British Columbia Municipalities to undertake a Complete Communities Assessment across four themes: housing; daily needs; transportation; and infrastructure. The results of this assessment will establish an important fact and information foundation on which the development of subsequent policy and regulatory discussion can occur under the OCP/LUB Major Update Project.

As a condition of the grant, this $150,000 cannot be used to subsidize or offset the OCP-LUB budget, as the grant must be used to develop the prescribed report required by the funder and cannot be used for the engagement or policy development aspects of the OCP/LUB Major Update Project. Moreover, by producing a high-quality informational product that can inform policy development processes in the LTA, in partnership with the service providers to the housing needed in the community, this

	product will subsidize the OCP-LUB by improving assumptions about growth possibilities, thus resulting a more efficient project execution and more effective policy and implementation actions in the future. **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.

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.)*

Complete Community Assessment:

The Complete Communities Assessment is primarily a geo-spatial analysis – a series of technical exercises – the results of which can establish a fact-based foundation to inform subsequent discussions about community development options and appropriate policy responses. The provincial government's prescribed methodology for the complete community assessment does not anticipate significant community engagement on the front end of the assessment, as it assumes that a community's vision and goals are set out in its official community plan and other local government and agency planning documents.

OCP-LUB Update

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 $246,000 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.

Requested by: Salt Spring Island Local Trust Committee

Prepared by Chris Hutton, MCIP, RPP, Regional Planning Manager, September 7, 2023; updated February 13, 2024

Reviewed: Stefan Cermak, Director, Planning Services, February 16, 2024

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/SYOW̲T) Village planning process to draft the Ganges (Shiya'hwt/SYOW̲T) 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.

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

REQUEST FOR DECISION

To:	**Trust Council**	**For the Meeting of:**	March 12, 2024
From:	**Planning Services**	**Date Prepared:**	February 14, 2024
SUBJECT:	**Funding for Water Sustainability Projects on Salt Spring Island**		

RECOMMENDATION:
That Trust Council, despite Policy 6.3.2, authorize the Salt Spring Island Local Trust Committee to use unspent special property tax requisition funds from previous fiscal years to undertake water sustainability projects under the delegated authority of Bylaw 154, and under the land use planning powers of s.29 of the *Islands Trust Act*.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
Trust Council could again authorize the Salt Spring Island Local Trust Committee to continue its water sustainability projects using unspent special property tax collected for similar purposes.

1 **PURPOSE:** to provide the Financial Planning Committee with an understanding of the Trust Council delegation bylaw and Trust Council policy on the use of funds raised through special tax levies.

2 BACKGROUND:
In June 2013 Trust Council adopted Bylaw 154 that delegated some of its powers under s.8 and s.9 of the *Islands Trust Act* to the Salt Spring Island Local Trust Committee.

Trust Council Bylaw 154

Bylaw 154 specifically delegates to the Salt Spring Island Local Trust Committee the authority to:

i. coordinate and assist in the determination of regional, improvement district and government of British Columbia policies, and
ii. coordinate the implementation of regional, improvement district and government of British Columbia policies,
iii. coordinate the carrying out of regional, improvement district and government of British Columbia policies,

and for certainty, this power does not include

i. assisting in the implementation of the policies of a regional district or improvement district or the government of British Columbia;
ii. assisting in the carrying out of the policies of a regional district or improvement district or the government of British Columbia;

Bylaw 154 also includes other delegated powers in relation to entering into coordination agreements, and making recommendations to the Lieutenant Governor in Council.

Bylaw 154 specifies that annual funding above $5,000 solely for these delegated functions must be raised by a special property tax levy.

Trust Council Policy 6.3.2

Trust Council Policy 6.3.2 Special Property Tax Requisition states that:

6.2 The LTC must not authorize the expenditure of funds, generated through the special property tax requisition, for any purpose other than that for which the requisition was approved.

6.3 Any funds, generated through the special requisition, which are unspent at the conclusion of the fiscal year, will be held in reserve for the LTCs use in the subsequent fiscal year to:
6.3.1 complete the previously approved initiative or program; or
6.3.2 undertake a new program, subject to a further resolution of the LTC to do so.

6.4 Unspent funds cannot be used to offset a general property tax requisition.

Salt Spring Island Watershed Protection Alliance (SSIWPA)

Since adoption of Trust Council Bylaw 154 Salt Spring Island Local Trust Committee has raised funds through a special property tax levy for the coordination and administrative support to the Salt Spring Island Water Protection Alliance (SSIWPA).

As of the date of this report writing, the estimated special property tax requisition reserve fund (i.e.: unspent SSIWPA funds) is approximately $83,000. These funds must be used first to complete the work of SSIWPA until this work is completed and SSIWIPA is dissolved; that is until there are no further funding requirements from the Salt Spring Island Local Trust Committee for SSIWPA (Trust Council Policy 6.3.2). Once the SSIWPA program comes to an end, any funds left from the special property tax levy then may be used to undertake new work program items by resolution of the Salt Spring Island Local Trust Committee.

SSIWPA related operations are expected to continue into fiscal 2024/25 using the Special Requisition Reserve for funding as the Salt Spring Island Local Trust Committee has not formally dissolved the alliance and has not indicated that is has withdrawn funding for SSIWPA.

Salt Spring Water Protection Related Business Cases for Fiscal 2024/25

Salt Spring Island Local Trust Committee has submitted the following three business cases:

1. Salt Spring Island Watershed Protection Plan 2023-2032 Coordination – this project is under the delegated authority of Trust Council Bylaw 154
2. Salt Spring Island Groundwater Sustainability Strategy – this project is under the delegated authority of Trust Council Bylaw 154
3. Salt Spring Island Proof of Water - Subdivision – this project is under the land use planning authority of s.29 of the *Islands Trust Act.*

Because the SSIWPA program for which the special levy was used to raise funds has not completed, diverting the surplus funds in the reserve to other projects is contrary to Trust Council Policy 6.3.2. In 2020, Trust Council passed a resolution to over-ride its policy and allow the funds to be used for other projects; however, this was not a standing resolution. Therefore, for these funds to be used for the three listed projects in fiscal year 2024/25, a resolution of Trust Council is again required.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: No implications

FINANCIAL: A reduction of the special property tax levy reserve for the Salt Spring Island Watershed Protection Alliance.

POLICY: Trust Council Policy 6.3.2 will be over-ridden. Trust Council may wish to review this policy to better address long term projects and use of surplus reserve funds when these projects are still under way.

IMPLEMENTATION/COMMUNICATIONS: Through the budget projects

FIRST NATIONS: No First Nations implications

OTHER: No other implications

4 RELEVANT POLICY(S):

Trust Council Bylaw 154
Trust Council Policy 6.3.2

5 ATTACHMENT(S):

1 Salt Spring Island Watershed Protection Plan 2023-2032 Coordination business case
2 Salt Spring Island Groundwater Sustainability Strategy –business case
3 Salt Spring Island Proof of Water - Subdivision – business case

---

RESPONSE OPTIONS

Recommendation:
That Trust Council, despite Policy 6.3.2, authorize the Salt Spring Island Local Trust Committee to use unspent special property tax requisition funds from previous fiscal years to undertake water sustainability projects under the delegated authority of Bylaw 154, and under the land use planning powers of s.29 of the *Islands Trust Act*.

Alternative:
If Trust Council does not wish to go against Policy 6.3.2 and pay for the project from the Special Property Tax Reserve Fund, Trust Council may:
1 – Fund the projects from the general 2024/25 tax levy; or
2 – Fund the projects from a new special property tax requisition.

Prepared By: **David Marlor, Director, Legislative Services**
Reviewed By/Date: **Stefan Cermak, Director, Planning Services / February 14, 2024**

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).

Note: Information in *blue font* added in accordance with new Business Case template, subsequent to SS LTC business case endorsement at its meeting of December 14, 2023.

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*

Salt Spring Island Local Trust Committee

Department:

Planning Services

Name of Request:

Salt Spring Island Watershed Protection Plan 2022-2032 Coordination

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*

$55,000

(to be funded through **unspent special property tax requisition funds** from previous fiscal years)

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:** Meeting costs, communications

Date of Submission to Finance: January 11, 2024

Funding Required for: 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.*

Trust Council Bylaw No. 154

In 2013, Islands Trust Council adopted Bylaw No. 154 that delegated authority to the Salt Spring Island Local Trust Committee (LTC), for the purpose of preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area, the power to:

- *Coordinate and assist in the determination of regional, improvement district and government of British Columbia policies;*
- *Coordinate the implementation of regional, improvement district and government of British*

Columbia policies; and

- *Coordinate the carrying out of regional, improvement district and government of British Columbia policies*

Under Bylaw No. 154 SS LTC may continue to coordinate watershed protection work on Salt Spring Island if it so chooses.

Salt Spring Island Official Community Plan Bylaw No. 434

The Salt Spring Island OCP generally supports SS LTC involvement in watershed protection initiatives as per the following community objective:

A.4.3.2 To provide direction for the conservation and stewardship of natural resources, especially our surface and groundwater supply.

Salt Spring Island Watershed Protection Plan 2023-2032

Endorsed by SS LTC in July 2023, the Salt Spring Island Watershed Protection Plan recognizes the importance of coordinated implementation of the plan and that watershed protection requires cooperation among multiple agencies and stakeholders.

Action 19. **Continue to convene a multi-organization forum for communication and coordination about watershed protection activities.**

Multiple players have roles in watershed stewardship and protection on Salt Spring Island. Since 2013, coordination has been driven by the Salt Spring Island Watershed Protection Alliance under the leadership of Islands Trust. Partner agencies are committed to continuing an interagency forum to advise on regional, local, and provincial government policies. The way that coordination is currently structured will be re-evaluated as part of implementation of the governance review in order to ensure that this effort is efficient, effective, and satisfying for the organizations and individuals involved.

Watershed Protection Governance and Coordination: Priority Projects

- Complete review of current governance arrangements for watershed protection coordination building on work commenced in 2022 including review of funding arrangements and interagency coordination mechanisms.
- Work with interested First Nations to identify their priority projects and interests related to watershed protection on Salt Spring Island.

(Excerpt from Salt Spring Island Watershed Protection Plan 2022-2032)

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 objective of this initiative is to confirm a preferred governance model that allows for the coordinated, cost-efficient implementation of the Salt Spring Island Watershed Protection Plan 2023-2032.

See staff report of December 14, 2023 on page 121 here for fulsome discussion and project charter for this project.

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.*)

Since 2013 SS LTC has funded the coordination of watershed protection work on Salt Spring Island through the Salt Spring Island Watershed Protection Alliance (SSIWPA). In July 2023 SS LTC signalled a desire to see

coordination of SSIWPA transfer to the Capital Regional District (CRD). However, CRD will not be in a position in the 2024/25 fiscal year to administer a SSIWPA-like entity. As such, SS LTC has resolved to continue leading coordination of the recently-endorsed Salt Spring Island Watershed Protection Plan 2023-2032 in the form of an inter-agency staff working group instead of SSIWPA.

Results/deliverables of this funding request are as follows:

- Multi-agency agreement on the best way to coordinate and advance implementation of the Salt Spring Island Watershed Protection Plan 2023-2032;
- Assist the Capital Regional District to develop a Drinking Water and Watershed Protection Service if requested;
- Engage First Nations on priority watershed protection actions; and
- A public meeting to share progress on implementation of the WPP and solicit input

Proposed project spending is as follows:

$5,000 – "Big tent" meeting of agencies, NGOs and water-interested individuals
$10,000 – First Nations engagement
$40,000 – Consulting services to either a) develop a terms of reference for a Drinking Water and Watershed Protection Service; or b) Support watershed governance decision-making process.

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 principal risk to the success of this project is the ability of other agencies to resource meaningful investment at the staff and political level in the exploration and advancement of watershed governance alternatives.

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*: Maintain SSIWPA to coordinate Watershed Protection Plan (WPP) implementation using unspent special property tax requisition funds**

Benefits – SSIWPA membership and structure is already in place.
Risks – (1) Maintaining SSIWPA would require successful procurement process to hire contract coordinator; (2) Because of its structure, SSIWPA's success in coordinating watershed protection action has been limited.
Financial implications – None. Necessary funding is already held in an Islands Trust account.
Resource requirements – This would increase staff resource requirements, as staff would have to both manage the SSIWPA coordinator in addition to driving the exploration of watershed governance options.
Other implications – N/A

Option 2: Maintain SSIWPA to coordinate Watershed Protection Plan (WPP) implementation using a new special property tax requisition

Benefits – SSIWPA membership and structure is already in place.
Risks – (1) Maintaining SSIWPA requires successful procurement process to hire contract coordinator; (2) Because of its structure, SSIWPA's success in coordinating watershed protection action has been limited; (3) Special property tax requisition for Salt Spring Local Trust Area may be politically unpopular.
Financial implications – New special property tax requisition required

Resource requirements – This would increase staff resource requirements, as staff would have to both manage the SSIWPA coordinator in addition to driving the exploration of watershed governance options.
Other implications – N/A

Option 3: Do not coordinate WPP implementation

Benefits – Staff time can be re-allocated to other priority projects.
Risks – Multi-agency implementation of SSI WPP will be compromised.
Financial implications – If SS LTC does not fund WPP implementation initiatives related to governance, it could use unspent special property tax requisition funds to support action items with the WPP.
Resource requirements – Unclear, as if SS LTC does not coordinate WPP implementation, the project would likely refocus to implementing LTC-assigned actions under the WPP.
Other implications – N/A

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.)*

(1) LTC clarity of purpose; and

(2) Multi-agency commitment

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

That the SS LTC requests Islands Trust FPC include a draw of $55,000 from unspent special property tax requisition funds in fiscal 2024/25 to support Watershed Protection Plan 2023-2032 Coordination.

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.)*

In 2022 SS LTC funded the development of the Salt Spring Island Watershed Protection Plan 2023-2032, a multiagency plan to better protect the Island's freshwater resources. The plan was created with the active participation of the CRD, North Salt Spring Waterworks District, and the Province. The final report was received by SS LTC in 2022. This plan now needs a collaborative mechanism to advance its implementation. SSIWPA could provide such a vehicle, however there are sufficient uncertainties at each signatory agency around plan implementation that staff-to-staff meetings are more appropriate than public meetings at the present time to work through these issues together.

Proposed SS LTC spending on this initiative in fiscal 2024/25 does not require new taxation as it will be drawn from **unspent special property tax requisition funds** from previous fiscal years.

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.)*

Project spending will be undertaken in accordance with Islands Trust 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 Salt Spring Island Watershed Protection Plan 2022-2032 Coordination Project Charter identifies the following work plan for the coming fiscal year:

Work Plan Overview	
Deliverable/Milestone	**Date**
LTC endorse project charter and submit 2024/25 business case for use of unspent special property tax requisition funds	December 14, 2023
First agency staff working group meeting	February 2024
Final SSIWPA meeting	February 2024
Terms of Reference and Memorandum of Understanding for agency working group signed	March 2024
Ongoing agency working group meetings and actions through 2024/25	April 1, 2024 to March 31, 2025
Joint elected official/staff agency working group meeting	Fall 2024
"Big Tent" meeting between agencies, NGOs and water-interested individuals	Between January and March 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.)*

This project will require at least 100 staff hours at the Island Planner level, although the actual amount will depend largely on whether progress is made during early inter-agency meetings.

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*?)

This project entails an exploration, and potentially creation of, new governance options for watershed protection on Salt Spring Island in coordination with the Capital Regional District, North Salt Spring Waterworks District and the Government of British Columbia.

Requested by: Salt Spring Island Local Trust Committee

Prepared by Jason Youmans, Auxiliary Planner/January 9

Reviewed by Chris Hutton, Regional Planning Manager/January 10

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).

Note: Information in *blue font* added to reflect new Business Case template, subsequent to SS LTC business case endorsement at its meeting of December 14, 2023.

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*

Salt Spring Island Local Trust Committee

Department:

Planning Services

Name of Request:

Salt Spring Island Groundwater Sustainability Strategy

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*

$16,500

(To be funded from **unspent special property tax requisition funds** from previous fiscal years)

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:** Communications and education materials; Meeting costs

Date of Submission to Finance: January 11, 2024

Funding Required for (date range): April 1, 2024, to 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 Freshwater Sustainability Strategy

Islands Trust Freshwater Sustainability Strategy endorsed in December 2021 envisions a central role for Islands Trust in freshwater monitoring and analysis.

GWSS 2. Develop a coordinated long-term water monitoring program

Water monitoring must be continuous and coordinated with other agencies that have existing programs and regulatory structures. Islands Trust will collate data pertaining to water quality, quantity, and aquatic ecosystems. This will require expanding the Trust's role in coordinating these activities among water purveyors, regional districts, health authorities, First Nations, Provincial agencies, and community groups. In select cases, this will require direct involvement in on-the-ground monitoring. Islands Trust may also engage local stewardship groups and residents to participate in data collection.

GWSS 3. Groundwater data and information inventory

This action, already well underway, entails gathering and inventorying existing groundwater datasets and identifying gaps. This is foundational to many other actions in the strategy that use scientific information to inform decision making and influence resident behaviour.

Salt Spring Island Watershed Protection Plan 2022-2032 (WPP)

Aligning with the greater Islands Trust Freshwater Sustainability Strategy, the recently-endorsed Salt Spring Island Watershed Protection Plan anticipates Islands Trust retaining a primary role in groundwater data collection and monitoring going forward.

Groundwater Science			
5.	Improve management of groundwater data to inform decision making.	IT	$$
6.	Continue to develop a coordinated long-term groundwater monitoring program, including monitoring saline intrusion along coastal zones.	IT	$$$
7.	Continue groundwater recharge potential mapping and delineate areas likely to have hydraulic connectivity with surface water.	IT	$$
8.	Continue groundwater availability assessments including delineating well catchment areas and identifying aquifer supply capability.	IT	$$$

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 2018/19 SS LTC has been the lead agency in a Salt Spring Island Watershed Protection Alliance (SSIWPA)-coordinated pilot project that established 14 groundwater observation wells and 5 lake monitoring stations on Salt Spring Island. This pilot project was made possible by a Real Estate Foundation of British Columbia Freshwater Sustainability Grant and financial contributions from SSIWPA member agencies. The purpose of the project is to monitor water levels to observe seasonal changes in the groundwater table and in lake levels. Monitoring partnerships were established through the generosity of Salt Spring Island community volunteers.

SS LTC wishes to formally conclude the pilot program before the end of fiscal 2023/24. Conclusion of the pilot project will culminate with the presentation of an analysis of the data derived from the pilot to the LTC, followed by a Community Information Meeting in early fiscal 2024/25 to share the results with the greater community. Following conclusion of the pilot project, it is SS LTC's intention to continue ground-and-surface-water monitoring until such time as another agency or organization can take on the work.

Staff will work with agencies and local organizations identify a path forward to maintain a monitoring program outside of Islands Trust and transfer ownership of monitoring infrastructure. However, SS LTC must prepare for the possibility that this does materialize, or that there are participating land owners who no longer wish to host monitoring stations and request the infrastructure be removed.

Islands Trust Senior Freshwater Specialist suggests that removal of the majority of monitoring stations is simple and can be undertaken by staff. However, there may be monitoring stations where removal requires the assistance of a certified pump installer. The purpose of this business case is primarily to ensure that there is funding available for this contingency. Funding may also be needed for routine maintenance of the monitoring stations, which are approximately mid-way through their expected lifespans.

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.*)

Results/deliverables of this funding request are:

- Removal of ground water and surface water monitoring stations at Islands Trust's cost (as needed)
- Routine maintenance of data loggers
- Public presentation of Ground Water and Surface Water Monitoring Pilot Project Results

Proposed use of the requested funding is as follows:

- $1,500 – to host a Community Information Meeting to share data and analysis derived from the monitoring pilot project; and
- $15,000 – to remove any groundwater data loggers that require the assistance of a licensed pump installer**.**

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.)*

Islands Trust installed monitoring stations on private property and should be prepared to remove them if the land owner requests such when the pilot project concludes. Islands Trust should allocate funding to do so.

The primary risk lies in not approving this funding request, as Islands Trust is obligated to remove the infrastructure at its own expense. Declining to use these already-available funds will result in having to locate funding from another revenue source.

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.*)

There is no alternative to removal of data loggers if requested by land owners. Islands Trust installed these monitoring stations on private property and should be prepared to remove them if a land owner no longer wishes to participate in the project.

Option 1: Terminate Salt Spring Island Groundwater and Surface Water Monitoring Program
Benefits – Staff (primarily senior freshwater specialist) time can be re-allocated to other projects.
Risks – Islands Trust and other agencies would be deprived of data that can help understand and inform responses to the impacts of climate change on freshwater resources on Salt Spring Island; Islands Trust would be withdrawing from actions identified in both the Freshwater Sustainability Strategy and SSI Watershed Protection Plan.
Financial implications – Money will still need to be allocated, per this business case, for removal of any data loggers that require a certified professional.
Resource requirements – Some hours of Senior Freshwater Specialist staff time will be required to remove data loggers if the program is terminated.
Other implications – N/A

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.)*

Agency and community organization commitment.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

That the SS LTC requests Islands Trust FPC include a draw of $16,500 from unspent special property tax requisition funds in the fiscal 2024/25 Trust Council budget to support the Ground and Surface Water Monitoring Pilot Project.

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.)*

The benefit of proceeding in accordance with this business case is that funds for decommissioning monitoring stations can be allocated from an existing Islands Trust account. Declining to endorse the business case means the organization will have to identify some other means to raise the necessary funds to remove data loggers that may require the assistance of a certified pump installer.

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.)*

Spending on the Salt Spring Island Groundwater Sustainability Strategy will be done in accordance with Islands Trust 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?)*

Over the next several months staff will communicate with land owners who host, or provide access to, groundwater or surface water monitoring stations. Among the questions that will be asked at that time is whether they wish to continue in the monitoring program past the close of the pilot phase. For land owners that wish to continue, nothing will change and staff will conduct periodic site visits to download data and inspect the condition of the data loggers. For land owners that no longer wish to participate in the monitoring program, staff will remove the data loggers.

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.)*

70 hours – Senior Freshwater Specialist
16 hours – Planning Staff

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*?)

This is an ongoing SS LTC project that does not have any organizational change management requirements.

Staff will communicate with land owners accordingly, and will engage prospective agency and/or community partners regarding the long-term sustainability of the monitoring program.

Requested by: Salt Spring Island Local Trust Committee

Prepared by Jason Youmans, Auxiliary Planner/January 9

Reviewed by Chris Hutton, Regional Planning Manager/January 10

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).

Note: Information in *blue font* added to reflect new Business Case template, subsequent to SS LTC business case endorsement at its meeting of December 14, 2023.

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*

Salt Spring Island Local Trust Committee

Department:

Planning Services

Name of Request:

Salt Spring Island Proof of Water - Subdivision

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*

$1,500

(To be drawn from **unspent SSI LTC special property tax requisition funds** from previous fiscal years)

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:** Communications and education materials, Meeting costs

Date of Submission to Finance: January 11, 2024

Funding Required for (date range): April 1, 2024 to 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 Freshwater Sustainability Strategy

Islands Trust Freshwater Sustainability Strategy endorsed in December 2021 anticipates a review and update of local subdivision proof of water requirements.

GWSS 10. Customize water supply requirements for new development to local circumstances

Incorporating proof-of-water requirements into land use bylaws for subdivision and rezoning applications provides an opportunity to customize requirements to the unique characteristics of each local trust area/island municipality. It can also improve integration of water management considerations into subdivision applications administered by the Ministry of Transportation and Infrastructure. Some land use bylaws in the Islands Trust Area already include proof-of-water provisions. However, these may not account for the latest information or climate change. Islands Trust will review all proof-of-water requirements currently in use, incorporate new requirements into land use bylaws for areas that do not currently have them, and develop parallel requirements for rezoning applications.

Salt Spring Island Watershed Protection Plan 2022-2032 (WPP)

Aligning with the greater Islands Trust Freshwater Sustainability Strategy, the recently-endorsed Salt Spring Island Watershed Protection Plan anticipates that Islands Trust will advance local regulations and guidelines concerning proof of water for development applications.

Watersheds and Drinking Water Protection Planning		
13. Integrate water availability and vulnerability information into land use policies and regulations.	IT	$
14. Establish groundwater regions as a focus for land use planning on Salt Spring Island.	IT	$
15. Develop local guidelines, policies, and regulations for proof of sufficient water requirements for development applications.	IT	$$

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.)*

Staff have observed that water quantity reports received as part of subdivision applications are of varied quality and occasionally inadequate to determine the long term reliability of the groundwater source. This suggests that there are ambiguities within the current regulations which results in inconsistent reporting. Current regulations are based on a "professional reliance" model and defer responsibility for determining water sufficiency to the consulting engineer hired by the applicant to certify, based on the test undertaken, that the quantity of available water is satisfactory. This professional reliance model was developed when Islands Trust did not have in-house expertise to interpret groundwater reporting. However, with the creation of the Senior Freshwater Specialist position, Islands Trust now has on staff a professional hydrogeologist that can advise on groundwater matters. Notwithstanding the availability of the Senior Freshwater Specialist, proposed bylaw amendments arising from this project have been drafted so that review of submitted information by a professional staff hydrogeologist will not be required. Rather, it will make the reporting requirements for applicants more prescriptive, such that planning staff are assured consistent report content across applications.

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.*)

Proposed Bylaw No. 532 will better protect groundwater and groundwater users when land is subdivided and ensure that expectations are clear about what potable water information applicants must provide as part of a subdivision application. The bylaw amendment:

- Provides greater clarity with respect to proof of potable water documentation that subdivision applicants must provide;
- Provides clear requirements and expectations for professional hydrogeologists to follow;

- Increases the per-dwelling-unit water volume required to harmonize with Section 22(8) of the Water Sustainability Act;
- Eliminates requirement to demonstrate specific potable water volumes for commercial/industrial uses; defers to Water Sustainability Act licensing requirements for non-domestic uses.

Bylaw No. 532 is primarily a technical exercise to bring the land use bylaw into alignment with the *Water Sustainability Act*, Groundwater Protection Regulation, *Professional Governance Act* and associated guidelines established by the Province. Bylaw amendments have been developed by Islands Trust Senior Freshwater Specialist and planning staff with initial guidance provided by SSIWPA Technical Working Group (TWG) and three drafts of proposed amendments reviewed by staff from the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD).

Proposed project spending is as follows:

- $500 – to host a Community Information Session; and
- $1,000 – to advertise the proposed bylaw in place of a public hearing.

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.)*

There are no organizational risks associated with the proposed bylaw amendments.

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.*)

At the outset of the project SS LTC considered retaining its existing proof of water requirements.

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.)*

This is a minor technical amendment to the Salt Spring Island Land Use Bylaw. The critical success factor is LTC bylaw approval.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

That the SS LTC requests Islands Trust FPC include a draw of $1,500 from unspent special property tax requisition funds in the fiscal 2024/25 budget to support the Proof of Water – Subdivision Project.

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.)*

The proposed bylaw amendments are minor. The associated costs are standard costs associated with the bylaw amendment process (public hearing ads, venue rental, etc). **Funds will be drawn from SS LTC's unspent special property tax requisition funds** and therefore no new taxation will be required.

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.)*

Spending on the Proof of Water – Subdivision Project will occur in accordance with Islands Trust 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?)*

This is a minor technical amendment to the Salt Spring Island Land Use Bylaw. LTC has requested a communications strategy to support bylaw implementation.

Anticipate bylaw adoption 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.)*

This is an ongoing LTC planning project. The majority of staff hours have already been invested in the drafting and refinement of the bylaw over several years.

Staff anticipate that 80 hours of staff time will be required to complete this project as follows:

44 hours – Planner (Respond to SS LTC questions/concerns, prepare communications strategy, prepare staff reports, manage bylaw referral, attend meetings)
20 hours - Senior Freshwater Specialist (assist in response to SS LTC questions/concerns, assist in development of communications strategy)
10 hours - Legislative Clerk (assemble public hearing binder, attend public hearing, prepare public hearing report, amend bylaw)
6 hours - Planning Team Assistant

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*?)

LTC has requested a communications strategy to ensure the intent of effect of the bylaw amendments are appropriately conveyed.

Requested by Salt Spring Island Local Trust Committee

Prepared by Jason Youmans, Auxiliary Planner/January 9

Reviewed by Chris Hutton, Regional Planning Manager/January 10

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

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	March 13, 2024
From:	**Financial Planning Committee**	**Date Prepared:**	February 22, 2024
SUBJECT:	Eelgrass Mapping Background		

PURPOSE: To provide background to Trust Council on eelgrass mapping and budget requests. This briefing is being provided proactively as staff have received enquiries about the status of eelgrass mapping. A version of this briefing was provided to the Islands Trust Conservancy Board at their November 2023 meeting.

BACKGROUND: Islands Trust Conservancy contracted creation of eelgrass maps in 2012-2014 and Islands Trust Planning Services department contracted Phase 1 of updated eelgrass maps in 2022. Islands Trust relies on current and accurate eelgrass mapping data to develop policy and regulations. Examples include creating development permit areas that protect the sensitive ecosystem and regulating setbacks from eelgrass (and bull kelp). Eelgrass beds are a critical shoreline ecosystem and accurate mapping is fundamental to protecting them. Islands Trust eelgrass maps are also used by partners to educate boaters and upland owners to prevent impacts and additional loss.

On September 6, 2023, planning staff provided a business case to Regional Planning Committee for completion of Phase 2 of the 2022 mapping project which, after a discussion that included:

1) the possibility of other agencies doing the mapping,
2) a need for more information about most frugal and cost effective mapping methods, and
3) the possibility of seeking grant funding

The business case (attached) was not advanced by the Committee to Financial Planning Committee for inclusion in the budget. The Committee passed the following motion

> **that Regional Planning Committee request staff to prepare Terms of Reference before the end of the current fiscal year for potential grant funding for eelgrass mapping and explore partnerships.**

The following background may be useful to inform discussions about eelgrass mapping.

- Eelgrass Presence Maps (PDF) for each Local Trust Area and Bowen Island.
    - Between 2012 and 2014, eelgrass beds were mapped for the entire Islands Trust Area using towed underwater cameras in partnership with SeaChange Marine Conservation Society and Seagrass Conservation Working Group. This inventory surveyed coastlines by boat using an underwater towed camera, and mapped the eelgrass areas, identifying the type and density. The cost to the Trust was about $71,000, with the remaining project costs paid by partners. Full methodology report: Nearshore Eelgrass Inventory Final Report, 2012-14.

- Eelgrass Bed Shapes, Positions and Density Maps (Phase 1 of 2)
  - In 2022, in the first phase of the mapping project, an Islands Trust contractor identified and mapped eelgrass beds using low-altitude, high-resolution aerial imagery (collected by helicopter in 2018, 2020, and 2021 in different parts of the Islands Trust Area). This cost Islands Trust $55,000 for aerial photos, mapping layers and final report.
  - This mapping defines the shape and position of each area of eelgrass bed, and also characterizes the density of plants in each area.
  - Phase 1 was done correctly with results within expected range. However, Phase 1 eelgrass maps have a limitation in that 41%[1] of the eelgrass polygons (682 hectares) require a follow-up survey in order to be used for management or monitoring purposes.
  - The Phase 1 eelgrass bed maps can be viewed using the interactive MapIT. Full methodology report: Shoreline Polygon Mapping Summary Report: Eelgrass in the Islands Trust Area (2728KB).

- Phase 2: To complete the mapping project, so the maps can be used for bylaw development, 41% of polygons need to be surveyed using towed cameras, side scan or dive surveys.
- It is typical for a mapping project of this kind to have two phases: some polygons in the first phase cannot be confidently assessed due to imaging conditions (glare, shade), water conditions (turbidity, waves), and satellite image quality. This phase 1 and 2 approach is a cost-effective approach to mapping which reserves the more expensive method to only those areas that require it.
- Completing Phase 2 will also support any future work by Islands Trust or partners/academics to compare loss or gain of eelgrass over a decade which could be an essential piece of information in assessing whether additional measures are needed to protect eelgrass, and ultimately the species that depend on them, including orca.
- Phase 2 is estimated to cost $100,000 in 2024/25. There could be an opportunity to share costs with partners or seek grant funding, but these are time-intensive approaches that would require pausing other initiatives.
- Delaying Phase 2 past 2026 risks making the Phase 1 results too difficult/unpalatable for a contractor to work with due to changes in the ecosystem in the meantime.

ATTACHMENT(S): 2024/25 Business case for Eelgrass Mapping Phase 2 project

FOLLOW-UP: Staff will follow-up as directed.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: Stefan Cermak, Director, Planning Services, February 12, 2024

[1] The mapping contractors had hoped for only 30% of polygons to need ground truthing but the 2021 imaging took place just after the heat dome which negatively affected nearshore visibility.

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.

Requested by: Regional Planning Committee

Prepared by: Stefan Cermak, Director, Planning Services / August 31, 2023

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 13, 2024
From:	Financial Planning Committee	**Date Prepared:**	February 15, 2024

SUBJECT: BYLAW 193 - FINANCIAL PLAN BYLAW 2024-2025

RECOMMENDATION:

1. That Islands Trust Council Bylaw 193, cited as the "Financial Plan Bylaw 2024-2025", be Read a First Time.
2. That Islands Trust Council Bylaw 193, cited as the "Financial Plan Bylaw 2024-2025", be Read a Second Time.
3. That Islands Trust Council Bylaw 193, cited as the "Financial Plan Bylaw 2024-2025", be Read a Third Time.
4. That Islands Trust Council Bylaw 193, cited as the "Financial Plan Bylaw 2024-2025", be forwarded to the Minister of Municipal Affairs for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The Islands Trust Financial Plan for 2024/25 must be adopted by Bylaw prior to implementation. Adoption of the Financial Plan will happen via Resolution Without Meeting (RWM) to Trust Council once approval from the Minister is received.

---

1 PURPOSE:
To provide Trust Council with an overview of the draft 5-year financial plan bylaw for approval.

2 BACKGROUND:
The Financial Plan Bylaw is the formal document approving the budget for the 2024/25 fiscal year. After three readings, if approved, the bylaw is forwarded to the Minister of Municipal Affairs for approval, and the property tax levy request is forwarded to the Provincial Surveyor of Taxes. Bowen Island Municipality is notified of the tax collection required on behalf of Islands Trust. Approval and adoption of the Financial Plan Bylaw is required prior to its implementation.

The 5-year Financial Plan Bylaw focuses most heavily on the first of the five years, which is the budget for the next fiscal year, in line with *the Islands Trust Act* requirements which read, in part: *"On or before March 31 in each year, the trust council must, by bylaw, adopt an annual budget for the trust for the next fiscal year."*
The plan also includes projections for the following four fiscal years. While not required by our legislation, this practice aligns with financial plan requirements set out for municipalities in section 165 of the *Community Charter*. This section of the *Community Charter* does not apply to Islands Trust, but practice has been to draft future financial projections into the bylaw to provide Trust Council and the Minister with general insights into what future years might look like under current assumptions.

Previously adopted financial plan bylaws should be repealed upon adoption of a new financial plan bylaw. Trust Council has not previously conducted repeals in this manner, thus will repeal the last four years of financial plan bylaws upon adoption of the 2024/25 financial plan bylaw.

The worksheet used to create the projections appears at the end of this Request for Decision (RFD). The assumptions and/or processes used for the line items in the four year projection are as follows:

Consumer Price Index (CPI)	Year 1: CPI is incorporated into the budget at 3.7% where applicable, based on December 2023 CPI as guided by policy. Year 2 onwards: Economic outlooks project BC CPI to fall to 2.5% in 2024 influencing year 2 of the financial plan, and drop further in 2025 to approximately 2.1% influencing year 3. Staff assume the stabilizing trend will continue into the final years of the financial plan and reflect CPI for each of these years at 2.0%.
Fees and Sales	Year 1: Estimates of application fees for year 1 has been based on current application fees and estimated volumes based on current trends. Year 2 onwards: LTC fees bylaws call for a 2.0% increase in fees annually on April 1 of each year. This 2% increase has been incorporated into future fees projections, which assumes that current application volume trends will continue.
Provincial Grant	Year 1 and onwards: A budget of $180,000 has been included in each year of the 5-year plan, as in past bylaws. Increases may be realised if a successful ask of the Province for additional funding is undertaken. However, at the time of bylaw preparation, no information has been provided to support an increase.
LTA Property Tax Revenue Growth from NMC	Year 1: NMC of 0.5% and 1.1% is included in the budget for LTAs and BIM respectively. Year 2 onwards: Historical analysis of NMC reported for the Trust over the last 5 years, excluding the most recent unusual year, shows typical NMC values of approximately 1.0%. This growth factor has been included in the financial plan. Non-market growth is experienced when properties under development are completed and their assessed values are added to the assessment pool, as well as changes in property values from zoning changes, etc.
LTA Property Tax Revenue Growth from General Increases	Year 1: LTA general increase of 5.5%. Year 2 onwards: It is anticipated that property tax increases will be required to maintain and/or rebuild required surplus balances at the Trust is spending levels remain at current levels or increase. This has been incorporated into the 5-year plan with tax increases high enough to ensure general revenue surplus fund balances can be maintained within 15% of the minimum recommended under TC policy. These general tax increases range from 0.8% in year 5 to 13.5% in year 2. The high tax increase in year 2 is due to the assumption that excess surplus funds will not be available to fund budget shortfalls in year 2, as all excess surplus funds are being used in year 1 of the plan. If Islands Trust does not spend it's full budget in year 1, surplus may be available to reduce this high increase.
Property Tax Levy –	The methodology for the Bowen Island Tax Levy calculation is described in the *Islands Trust*

Bowen Island Municipality	*Act* and is influenced by a number of factors that can be difficult to predict. An estimate of the levy, based on financial plan expenditures, is included in the projection. Note that net converted assessment values throughout the Trust Area play a significant role in this calculation. The distribution of these values throughout the Trust Area is held constant at the current distribution for purposes of the 5-year financial plan development.
Special Levies, Local Trust Committees	Year 1: No special property tax requisitions are included in year 1. Spending from special requisition reserve funds is planned in the amount of $73,000 for SSIWPA water protection projects. 2024/25 onwards: No formal decisions around the future of SSIWPA has been made by the SSI LTC, although discussion is underway regarding shifting the work of SSIWPA to the Capital Regional District. As such, the 5 year plan does not include any further special requisitions for this work.
Investment and Other Income	Investment and Other Income is expected to remain non-significant sources of income relative to other income sources at the Trust. It is expected interest rates will rise or fall in line with inflation trends. This anticipated trend in interest rates is incorporated into the plan.
Expenditures (Trust Council, Local Planning Services, Islands Trust Conservancy and Administration)	Year 1: $10.9M in planned spending per the draft budget. Year 2 onwards: - Service levels are expected to remain consistent (that is, no new programming), with the exception of election years, when projects may stall while a new term of trustees is oriented in their role. A small reduction to projects budgets to account for this has been made in election year 2026/27. - Staff salaries expense makes up approx. 65% of the Trust budget. This expense carries increases outside of the Trust's control due to union and BCPSA requirements for staff raises annually. Estimates of salaries increases has been incorporated in line with estimated inflation values. - Project costs has also been increased in line with estimated inflation to reflect likely increases from contractors as a result of these factors.
Expenditures – Projects	Program expenditures are estimated based on historical spending patterns and are adjusted to reflect lower spending on programs during election years, when time is dedicated to orienting a new Council and LTCs. Expenditures are increased annually to account for anticipated levels of inflation.
Surplus Fund Balance	Per Policy 6.5.1 *Reserves and Surplus*, the "recommended minimum amount of money to be contained within the General Revenue Surplus Fund is 2.4 months of expenses net of 2.4 months of revenue, excluding revenues from property taxes or the provincial grant." Year 1: Recommended policy minimum is met.

	Year 2 onwards: Recommended policy minimum is not met in years 2 – 4 of the plan. In order to meet the policy minimum, tax increases in year 1 and year 2 would need to be increased. Given these years already have higher tax increases than seem palatable by decision-makers, staff take the approach of allowing the projected surplus fund balance to fall below minimum recommended in years 2-4 (to 90%), and rebuilding in years 4-5.

Of note: Given that each financial plan bylaw projects out for four additional years, it is good practice to repeal previous financial plan bylaws when adopting a new one. Therefore, Trust Council Bylaw 193 contains clauses to repeal the previous four financial plan bylaws that overlap with the 2024/25 fiscal year. Subsequent bylaws will simply repeal the mostly recently adopted financial plan bylaw.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Approval of this Bylaw allows staff to implement the Islands Trust Council approved budget.
FINANCIAL: As described in the budget background documents.
POLICY: None.
IMPLEMENTATION/COMMUNICATIONS: Staff will implement as described in budget background documents.
FIRST NATIONS: None.
OTHER: None.

4 RELEVANT POLICIES:

Policy 7.2.6 Municipal Tax Requisition Calculation
Policy 6.5.1 Reserves and Surplus

5 ATTACHMENT:

Bylaw 193 - Financial Plan Bylaw 2024/25 – 2028/29

RESPONSE OPTIONS

Recommendation:
That Trust Council perform three readings of the Financial Plan Bylaw 2024-2025 and advance the Bylaw to the Minister of Municipal Affairs for approval.

1. That Islands Trust Council Bylaw 193, cited as the "Financial Plan Bylaw 2024-2025", be Read a First Time.
2. That Islands Trust Council Bylaw 193, cited as the "Financial Plan Bylaw 2024-2025", be Read a Second Time.
3. That Islands Trust Council Bylaw 193, cited as the "Financial Plan Bylaw 2024-2025", be Read a Third Time.
4. That Islands Trust Council Bylaw 193, cited as the "Financial Plan Bylaw 2024-2025", be forwarded to the Minister of Municipal Affairs for approval consideration.

Alternative: No alternatives identified.

Prepared By: Director, Administrative Services
Reviewed By: Financial Planning Committee/February 21, 2024

ISLANDS TRUST COUNCIL

BYLAW NO. 193

****

A Bylaw Respecting the Financial Plan of the Islands Trust for Fiscal Years 2024-2025 through 2028-2029

****

Islands Trust Council, having jurisdiction in respect of the Trust Area in the Province of British Columbia pursuant to the *Islands Trust Act*, enacts as follows:

Citation

1. This bylaw may be cited for all purposes as "Islands Trust Council Financial Plan 2024-25"

Financial Plan

2. Schedule "A" attached hereto, and made part of this Bylaw, is hereby adopted and is the Financial Plan of Islands Trust Council for the fiscal year commencing April 1, 2024 and ending March 31, 2025, and for the subsequent four fiscal years.

Repeal

3. "Islands Trust Financial Plan Bylaw, 2020/21" is repealed upon adoption of this Bylaw.

4. "Islands Trust Financial Plan Bylaw, 2021-2022" is repealed upon adoption of this Bylaw.

5. "Islands Trust Financial Plan Bylaw, 2022-2023" is repealed upon adoption of this Bylaw.

6. "Financial Plan Bylaw 2023-2024" is repealed upon adoption of this Bylaw.

READ A FIRST TIME THIS __ DAY OF MARCH , 2024

READ A SECOND TIME THIS __ DAY OF MARCH , 2024

READ A THIRD TIME THIS __ DAY OF MARCH , 2024

APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS
THIS ____DAY OF , 2024

ADOPTED THIS ____DAY OF _____, 2024

_____ _____

SECRETARY CHAIR

ISLANDS TRUST
Bylaw 193
Schedule A

Revenue	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
Provincial Funding	613,919	180,000	180,000	180,000	180,000
Federal Funding	220,000	220,000	(1)	-	-
General Property Taxes *	8,912,347	10,210,846	10,648,640	10,845,185	11,065,276
Special Tax Levy - Local Trust Committees	-	-	-	-	-
Fees	275,500	281,010	286,630	292,363	298,210
Interest and Other	260,000	100,001	75,001	60,001	60,001
Transfer (to) from General Revenue Surplus Fund	371,500	100,000	-	-	-
Transfer (to) from LTC Specific Fund	219,000	-	-	-	-
Transfer (to) from Special Tax Requisition Fund	73,000	-	-	-	-
Net interfund transfers**	-	-	-	-	-
Total Revenue	**10,945,267**	**11,091,857**	**11,190,270**	**11,377,549**	**11,603,487**
Expenditures					
Trust Council	1,684,814	1,774,117	1,793,433	1,842,954	1,879,713
Local Planning	7,953,868	7,917,018	7,872,235	8,089,606	8,250,960
Islands Trust Conservancy	1,530,584	1,624,720	1,648,602	1,394,988	1,422,813
Contribution to General Revenue Surplus Fund	-	-	100,000	150,000	150,000
Less non-cash items - amortization	(224,000)	(224,000)	(224,000)	(100,000)	(100,000)
Total Expenditures	**10,945,266**	**11,091,856**	**11,190,269**	**11,377,548**	**11,603,486**
Transfer to (from) Surplus and Reserve	**(663,500)**	**(100,000)**	**100,000**	**150,000**	**150,000**

* Estimated Property Taxes by Source:					
Trust Area Property Tax Levy	8,525,270	9,762,842	10,145,421	10,405,295	10,583,786
Bowen Island Municipality Property Tax Levy	387,077	448,004	503,218	439,890	481,490
Total	8,912,347	10,210,846	10,648,640	10,845,185	11,065,276

*** Net interfund transfers:*					
Transfer from GRSF to LTC Specific Fund	105,000	-	-	-	-
(Contribution to) LTC Specific Fund from GRSF	(105,000)	-	-	-	-
Net interfund transfers	-	-	-	-	-

Estimated Balance in Acculated Surplus	1,869,656	1,769,656	1,869,656	2,019,656	2,169,656

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 12, 2024
From:	Financial Planning Committee	**Date Prepared:**	February 7, 2024

SUBJECT: REVENUE ANTICIPATION BORROWING BYLAW

RECOMMENDATION:

1. That Islands Trust Council Bylaw 194, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025", be Read a First Time.
2. That Islands Trust Council Bylaw 194, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025", be Read a Second Time.
3. That Islands Trust Council Bylaw 194, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025", be Read a Third Time.
4. That Islands Trust Council Bylaw 194, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025", be forwarded to the Minister of Municipal Affairs for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The *Local Government Act* requires local governments to enact a "borrowing bylaw" before borrowing funds. The bylaw also requires Ministerial approval. Therefore all local governments adopt a borrowing bylaw to cover unexpected situations where they might have to borrow money at short notice. While the Islands Trust Council adopts a borrowing bylaw each year, no borrowing has been required for several years. Expenditures are carefully managed to ensure they do not exceed the budgeted revenues**.**

---

1 PURPOSE:

The Islands Trust is required under the *Islands Trust Act, S.8(3)* and *Islands Trust Act Regulation #12,* to adopt a bylaw authorizing the borrowing of money that may be required to meet current expenditures before revenue from all sources has been received. The bylaw also requires Ministerial approval.

2 BACKGROUND:

This requirement may be particularly relevant between the beginning of the fiscal year (April 1) and the time of receipt of tax levy proceeds, or in the event of significant unusual circumstances affecting Trust finances. The bylaw specifies a limit of $2,000,000 and an interest rate not to exceed 2% per annum over bank prime, in line with historical limits. Islands Trust is currently able to borrow at a rate of prime for short term operating financing, up to prime plus 1.0% for financing associated with riskier borrowing, which is unlikely borrowing for the Trust. Islands Trust has not required borrowing in decades, and without exceptional circumstances affecting the financial position of the organisation, is very unlikely to require borrowing in the coming year.

3 IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL:
The ability to borrow is enabled by adoption of the bylaw.

FINANCIAL:
Interest expense, if incurred, would be charged against the appropriate budget account.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY/LEGISLATION:
Islands Trust Act, Section.8(3); BC Regulation 119/90; Local Government Act, Sections 404 and 405

5 ATTACHMENT:
Islands Trust Council Bylaw 194 Revenue Anticipation Borrowing Bylaw

---

RESPONSE OPTIONS

Recommendation:
That Islands Trust Council perform three readings of the Revenue Anticipation Borrowing Bylaw and advance for approval by the Minister of Municipal Affairs.

1. That Islands Trust Council Bylaw 194, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025", be Read a First Time.
2. That Islands Trust Council Bylaw 194, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025", be Read a Second Time.
3. That Islands Trust Council Bylaw 194, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025", be Read a Third Time.
4. That Islands Trust Council Bylaw 194, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025", be forwarded to the Minister of Municipal Affairs for approval consideration.

Alternative: None identified.

Prepared By: Director, Administrative Services

Reviewed By: Russ Hotsenpiller, Chief Administrative Officer
David Marlor, Director, Legislative Services

ISLANDS TRUST COUNCIL

BYLAW NO. 194

****

A Bylaw to Provide for the Borrowing of Money During
Fiscal Year 2024-2025 in Anticipation of Revenue

****

WHEREAS the Islands Trust may not have sufficient money on hand to meet the current lawful expenditures of the Islands Trust;

AND WHEREAS it is provided by Section 8(3) of the *Islands Trust Act* and Sections 404 and 405 of the *Local Government Act* that the Islands Trust may, with the approval of the Minister of Municipal Affairs, borrow such sums of money as may be required to meet the current lawful expenditures of the Islands Trust before revenue, from all sources, to pay for those expenditures has been received, provided that money so borrowed is repaid when the anticipated revenue with respect to which the borrowing was authorized is received;

AND WHEREAS the Islands Trust Council anticipates receiving for the 2024-2025 budget a Provincial Contribution and a property tax levy, and these revenues have not been received at the time of adoption of this bylaw;

NOW THEREFORE Islands Trust Council enacts as follows:

1. This bylaw may be cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025".

2. Islands Trust Council shall be and is hereby authorized to borrow upon the credit of Islands Trust Council an amount or amounts not exceeding $2,000,000 as the same may be required and to pay interest thereon at a rate not exceeding 2% over bank prime rate per annum.

3. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chairperson of Islands Trust Council and the Treasurer of Islands Trust.

4. The Provincial Contribution and property tax levy, or so much thereof as may be necessary, shall be used to repay the money so borrowed when received on account of the 2024-2025 budget.

READ A FIRST TIME THIS __ DAY OF MARCH , 2024

READ A SECOND TIME THIS __ DAY OF MARCH , 2024

READ A THIRD TIME THIS __ DAY OF MARCH , 2024

APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS
THIS __ DAY OF ___ , 2024

ADOPTED THIS __ DAY OF _____ , 2024

_____ _____

SECRETARY CHAIR

General

Trust Area Services (TAS) staff organized and supported one Trust Programs Committee (TPC) meeting, held in February. During the quarter, the Director of Trust Area Services acted for the Islands Trust Conservancy Manager, and took on duties of the vacant Senior Indigenous Relations Specialist role. The Program Coordinator role was vacant while Gillian Nicol acted in the Planning Technician role. In mid-February Trust Area Services welcomed Tyler Brown into the permanent Senior Policy Advisor role and said goodbye to Mary Storzer who had been acting in the role. The Senior Policy Advisor position is almost exclusively dedicated to Policy Statement Amendment Project so the regular work of that position is being delivered as the capacity of other staff permits, with some work not accomplished. The TAS Director continued recruiting for the Senior Indigenous Relations Advisor role, and the Executive Administrative Assistant role.

Islands 2050 (Policy Statement Amendment) Project

In September 2023, Trust Council adopted an updated project charter (v7). Also in September 2023, staff completed a revised draft Policy Statement and have shared it with the nine First Nations that accepted capacity funding. Staff have been meeting with First Nations to receive input. Following the process set out in the project charter approved by Trust Council, in 2024 Trust Programs Committee/Executive Committee will receive the draft revised Policy Statement with additional materials to support their review including:

- a Request for Decision recommending additional changes not yet requested by Trust Council,
- input provided by First Nations on the draft,
- a summary of actions taken to address Trust Council's 32 resolutions,
- 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.

Staff have been working with a communications contractor on communications products as set out in the communications strategy received by Trust Council in March 2023. Communication materials explain 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. In addition, during that six month period, a Trust-wide survey will be undertaken as well as a virtual community workshop (pending Trust Council approval of revised project charter).

Staff has also prepared a revised business case for 2024/25 budget for the Policy Statement Amendment Project to account for a revised budget for the survey and virtual community workshop. An updated project charter (v8) that includes the current updated timelines and budget will be going to Trust Council in March 2024 for approval.

Staff continue to monitor the Islands2050@islandstrust.bc.ca inbox and respond to enquiries, and have made updates to the Islands 2050 webpage which trustees may wish to review.

Stewardship Education Program

By the time this report is presented to Trust Council staff will have mailed more than 300 Living in the Trust Area information packages to new residents.

At its November meeting, Trust Programs Committee approved a 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, which have been added to the Islands Trust website.

Both the Freshwater Strategy and Groundwater webinars have occurred, on January 24, and February 14th respectively. The *Islands Trust Freshwater Sustainability Strategy and Online Atlas* webinar had 203 registrations and 101 participants with 74 staying to the end. The *Groundwater: Our Shared Responsibility* webinar had 163 registrations and 101 participants with 66 staying until the end. Staff sent out an evaluation survey to people who registered. The wildfire webinar organizing is underway. The webinar will take place in March 2024. Information on the Stewardship Education, including webinar recordings can be found here https://islandstrust.bc.ca/programs/stewardship-education/.

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

Salt Spring Island Local Trust Committee sent a letter to the Ministry of Housing requesting that the Salt Spring Island Local Trust Area be included in Bill 44 as if it were a municipality with a population of greater than 10,000. The Minister responded that the provincial decision was made to exempt the Islands Trust from small-scale multi-unit housing requirements because of the Trust's special mandate and pre-existing limitations to critical resources like drinking water and waste disposal. The Minister further explained that applying small-scale multi-unit housing requirements specifically to the Salt Spring Island LTC Area would require additional consultation and policy work to better understand how to balance Salt Spring Island's need for additional housing with the Trust's mandate, the island's existing infrastructure capacity issues, and the interests of local First Nations and other affected parties.

The Chair sent letters to the Minister of Municipal Affairs and the Premier inviting them to the June Trust Council meeting for the 50th anniversary.

Delegation Letters

With no delegations at the last Trust Council there were no thank you letters sent out.

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 also liaising with provincial staff and other local government staff to support the development of the Reconciliation program.

Staff continued work on an electronic file management project for First Nations engagement records.

Staff negotiated a contract 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 is providing learning opportunities for the next year for a group of Trustees, Board Members, and senior staff as part of the Reconciliation Learning Group initiative. Staff also invited participation from Bowen Island Mayor and councillors.

Staff are developing recommendations for next steps for the reconciliation program.

Legislative Monitoring

Staff monitored multiple sources for updates and new items since the December 2023 report. Due to a lack of staff time, staff were not always successful at providing time-sensitive items to the Executive Committee. Staff prepared the legislative monitoring report for Trust Council review in March.

Secretariat Services

Staff researched web design and hosting possibilities, including costs, for the Southern Gulf Islands Forum. A final decision is yet to be made. Staff sent a reminder to coordination groups to submit their final reports for the year.

Grants Management

During this reporting period the Grants Program Manager supported planning staff with an application for a second round of funding of the Complete Communities Fund as well as exploring options for project funding with the Real Estate Foundation of British Columbia. The Complete Communities Fund application was ultimately withdrawn from consideration due to the nature of the proposed project. Staff negotiated extensions to the Local Government Development Applications Program funding and the Xetthecum Eco-cultural Mapping Project funding. Staff also met with the CRD and MOTI regarding issues associated with the Salt Spring Island Active Transportation Planning Grant.

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, and Complete Communities Funding for Salt Spring Island - $150,000.

Communications/Engagement

Staff are developing a budget for operational needs for communication-related activities and needs for 2024/25.

Communications Strategy

Staff drafted an Islands Trust communications strategy for Executive Committee review. Comments were received by staff and an updated strategy was presented.

Islands Trust 50th anniversary

Staff drafted a briefing on proposed activities 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 development is complete and will be presented to Executive Committee.

Annual Report

The 2023/24 Annual Report work is about to be underway, with the list of contents approved by Executive Committee.

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. An error with webfiles (interface for temporary/project documents) was not related to the document library update. The webfiles issue was due to the code that was written many years ago being based off code that has been out of use for decades. The code has now been translated into a modern, usable, and stable code. As website updates get done and the fragile areas are identified, website fixes are resulting in a more resilient and robust website over time.

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. Significant updates to the Meetings & Events page will improve searchability and functionality. A significant suite of improvements are expected to be complete by the end of March.

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.

A Wildfire webpage has been created and added to the Programs menu.

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 876 followers, up from 842, while X (previously known as Twitter) has 1170 followers, up from 1169. While X followers typically continue to decrease as the platform undergoes significant changes, this month saw a minimal increase in followers.

As of March 2023, 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 160 followers, up from 144 followers, and LinkedIn has 186 followers, up from 150. 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 with high engagement statistics.

A social media workshop for elected officials has been presented to Executive Committee and will take place as a trustee workshop at Trust Council.

Support for Planning Services

Staff provided communications assisted with social media for the Salt Spring Island Local Trust Committee, the web, online and public presence for 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.

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 was be shared via social media from September to December. Staff also sought an additional metric from Statistics Canada, which was available online.

News Releases

Three news releases were distributed over the past quarter:

- February 15th, 2024 - March 12-14, 2024, Islands Trust Council Meeting Program Announced
- January 8th, 2024 - Islands Trust CAO to Retire
- December 11, 2023 - Trust Council Receives the Islands Trust Housing Options Toolkit

REQUEST FOR DECISION

To:	**Trust Council**	**For the Meeting of:**	March 12, 2014
From:	**Executive Committee**	**Date Prepared:**	February 22, 2024
SUBJECT:	**Policy Statement Amendment Project Charter V8**		

RECOMMENDATION:

That Trust Council endorse the Policy Statement Amendment Project Charter Version 8.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The updates to the Project Charter reflect currently proposed project timelines, as well as, updates to the project budget based on a new Executive Committee recommended public engagement approach.

By the time of the Trust Council meeting in March staff will have a more firm timeline available for presentation of the draft Policy Statement to Trust Programs Committee.

The recommended project charter and associated proposed budget do not provide for backfilling the Senior Policy Advisor position. As a result, Trust Area Services capacity for other work during the course of the project will be reduced (e.g. Trust Council advocacy/coordination, policy research, legislative monitoring, indicator reporting, agreement monitoring/development, organization of special Trust Council sessions, etc.)

1 PURPOSE: To seek Trust Council's approval of a revised Project Charter for the Policy Statement Amendment Project, and to provide project updates.

2 BACKGROUND:

The Policy Statement Amendment Project Charter V7 was endorsed by Trust Council on September 27, 2023. Updates are needed to the Project Charter to more accurately reflect current timelines, as well as, updates to the project budget based on a new Executive Committee recommended public engagement approach. Major project deliverables are consistent between the two project charters (V7 and V8).

Updates to the Project Timelines

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. Despite a few unavoidable delays, Phase 3 early engagement with First Nations has been proceeding with ongoing and valuable discussions. Once concluded, input will be brought forward to Islands Trust decision-makers on the same agenda as the revised draft so they can be considered together.

As with Project Charter V7, Project Charter V8 balances early and ongoing engagement with First Nations, provides fulsome opportunity for Trustee review and consideration of the draft policy statement, provides opportunity for further public engagement, and a timely completion of the

project (see the summary in the table below). The only updates made to the Project Charter timeline is in the short-term (i.e., no change in timelines from V7 from "Approval in principle" onward).

2024 At A Glance – Timelines from the Project Charter v8	
Activity	***Dates***
Present (FY 2023-2024)	
-First Nations early engagement on revised draft	present-Mar 2024
Next Steps (FY 2024-25)	
-EC/TPC receive revised draft and recommend any revisions	April-May 2024
-As requested by TC, EC and TPC, develop recommendations for revisions	June-July 2024
-TC considers TC/EC recommendations and passes resolutions on actions	Late Aug 2024
-Approval in principle by Trust Council	Fall 2024
-Six month public engagement (referrals to LTCs and BIM for local engagement; Trust-wide survey and virtual community workshop) concludes	Apr 2025
Final Adoption (FY 2025-26)	
-Trust Council receives referral responses, passes resolutions for action	June 2025
-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 First Nations 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

Updates to the Project Budget

Since the last update was provided to Trust Council, Executive Committee and the Financial Planning Committee have undertaken discussions regarding the originally endorsed six month public engagement proposed for Fall 2024 to April 2025 (i.e., local trust committee and Island Municipality-led local engagement only). This included discussion of cost and the pros and cons of a trustee-led approach for this size and scope of project versus staff and professionals, and a Trust-wide engagement method that included standard data collection that could be neutrally provided to Trust Council.

This debate led to the Financial Planning Committee passing a motion at its January 24, 2024 meeting:

> **That Financial Planning Committee adopt option #3[1] in regards to the Policy Statement Amendment Project business case and recommend to the Executive Committee to make the necessary changes to the Project Charter.**

The Executive Committee subsequently passed a motion at its January 31, 2024 meeting:

> **That Executive Committee direct staff to amend the Policy Statement Amendment Project 2024/25 business case to increase project funding for communications in 2024/25, and to reflect Option 3[2] in the 2024/25 business case.**

The following table provides the summary of the engagement (and budget) changes from Option 1 to Option 3 (now Option 2 in the business case). Please see the business case in March 2024 Trust Council agenda for more details on options:

[1] The original Option 3 includes the local engagement with the addition of a Trust-wide survey and Virtual community workshop.

[2] Please note: Option 3 has now been updated in the attached Business Case to be Option 2

Activities	*Opt 1*	*Opt2 (was Opt3)*
Communications ($10k)	X	X
-plus 2023/24 unspent funds ($16k)[3]	X	X
Legal ($5k)	X	X
Local LTC/BIM led public engagement ($20k)	X	X
Trust-wide virtual/print survey ($20k)		X
Trust-wide Virtual Community Workshop ($10k)		X
TOTAL COST	**$51k**	**$81k**

The budget in the Project Charter V8 has been updated to reflect the new Option 2.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: The increased project scope can be accommodated within the existing resources assigned to the project. Through adding a Trust Area wide survey and virtual community workshop to the project, risks to the project are reduced and may ultimately result in overall reduced staff effort.

FINANCIAL: The revised project charter includes updated budget estimates for 2024/25 to $81,000 from $35,000, maintains the original request for 2025/26 of $13,000, and requests $6,000 for legal review and communications for 2026/27. This shift in 2024/25 is due the addition of public engagement activities (survey and virtual community workshop) and carryover amount from 2023/24 from underspend of budget due to project delays, but needed in 2024/25. These amounts will appear in the 2024/25 draft budget for approval by Trust Council. The multi-year project budget and allocation of staff resources, while significant, are comparably lower than similar exercises conducted by regional districts and municipalities, many of which relate to a smaller geographical area and a smaller number of engagement partners.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff continue to work with a communications contractor to develop communications materials to support trustees and the public when the document is made public. Materials that are already substantially drafted include a Frequently Asked Questions document, social media posts, and news release. The Islands 2050 page has been updated and work continues on a video, and additional materials.

Staff is preparing an engagement work plan (e.g., preparing Requests for Proposals for the Trust-wide survey and virtual community workshop).

By the time of the Trust Council meeting in March staff will have a more firm timeline available for presentation of the draft Policy Statement to Trust Programs Committee.

FIRST NATIONS: Staff continue to engage with First Nations on the new draft Policy Statement and input from Phase 3 engagement will be brought forward to Trust Council with the revised draft. Early engagement to date has facilitated important relationship building opportunities with First Nation government staff, and has provided Trust Council with valuable feedback on how Policy Statement amendments can assist Trust Council to better recognize and respect Indigenous rights and preserve and protect culturally significant sites, areas, and species for Indigenous Peoples, consistent with its commitments to reconciliation. Early First Nations engagement and policy amendments have also been guided by reconciliation principles set out by the Truth and

[3] 2023/24 carryover amount from underspend of budget due to project delays, but needed in 2024/25

Reconciliation Commission and the UN Declaration on the Rights of Indigenous Peoples that fall within Trust Council's jurisdiction.

OTHER: None

4 RELEVANT POLICY(S): Policy Statement Amendment Policy

5 ATTACHMENTS:

1) **Draft** Policy Statement Project Charter V8
2) Timeline Slide

RESPONSE OPTIONS

Recommendation:

That Trust Council endorse the Policy Statement Amendment Project Charter Version 8.

Alternative: That Trust Council approve Policy Statement Amendment Project Charter Version 8, as amended.

Prepared By: Tyler Brown, Senior Policy Advisor

Reviewed By/Date: Clare Frater, Director, Trust Area Services, February 22, 2024
Russ Hotsenpiller, CAO/ February 23, 2024
Executive Committee/February 28, 2024

Policy Statement Amendment Project - Project Charter V8

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, 2023-24) -First Nations early engagement Phases 1 (2019-2021), 2 (2021-2022), and 3 (2023) -Public engagement Phases 1 (2019-2020), 2 (2021), and 3 (2022) -Policy review and analysis by Trust Council's committees/working groups and staff (2020-22) -Amendment drafting and legal review Phase 1 (Apr-Jun 2021), Phase 2 (Dec 2022-Mar 2023)	2019-2024
Present (FY 2023-24, 2024-25) -First Nations early engagement Phase 3 (receiving input)	Sept 2023-Mar 2024
Proposed Next Steps (FY 2024-25) -EC/TPC + TC receive revised draft Policy Statement (EC/TPC recommend changes) via special public mtgs -As requested by TC, EC and TPC develop recommendations for further revisions -Trust Council considers any TPC/EC recommendations and passes resolutions on further revisions required **-Approval in principle by Trust Council** -Six month public engagement (referrals to local trust committees and Island Municipalities for local engagement; Trust-side survey; and virtual community workshop) concludes	Apr-May 2024 June-July 2024 Late Aug 2024 Fall 2024 Fall 2024-Apr 2025
Final Adoption (FY 2025-26) -Trust Council receives referral responses and passes resolutions on further revisions required -Amendment drafting and amendment/**First Reading by Trust Council** -Three month referral to First Nation governments, ITC Board, regional districts, other agencies as desired -Collation and consideration of feedback and preparation of document for Second / Third Reading -**Second and Third readings** (incorporate any desired revisions during same meeting) -Refer proposed bylaw to Minister with final FN engagement report; allow six months for review -Receive approval from Minister (estimated—no statutory timeline), and **Adoption** -Final graphic design and distribution, celebration event, implementation planning	June 2025 Sept 2025 Oct– Dec 2025 Jan/Feb 2026 Mar 2026 April 2026—Nov 2026 Dec 2026 Post Dec 2026

Project Team

Executive Committee Trust Programs Committee Director, TAS	Project Champion Policy Content Advisors Project Director
Sr. Policy Advisor	Project Manager & Policy Writer
Program Coordinator	Public Engagement Coordinator
Communications Specialist	Communications Coordinator

Budget

Item	FY 24-25	FY25-26	FY25-27
Communications	$26,000	$8,000	$1000
Public Engagement	$50,,000	$0	$0
Legal Review	$5,000	$5,000	$5,000
Total Activity Costs:	**$81,000**	**$13,000**	**$6,000**

Approved by:
Clare Frater, Director, TAS

Endorsement: TC
Date:

***Timeline assumes Trust Council schedules special meetings between regular quarterly meetings.**

Policy Statement Amendment Project timeline

July 2023-March 2024 - Staff refine draft document, engage with First Nations, summarize First Nations feedback (with their review), and prepare communication materials

April-May 2024 - Trust Programs Committee and Executive Committee receive (at special meetings) revised draft Policy Statement and could make early recommendations to Trust Council for further revisions, if desired

May 2024 (tentative special meeting) - Trust Council receives revised draft Policy Statement (and any early committee recommendations), discusses the new draft, and passes resolutions on next steps… possibly requesting EC/TPC to undertake a more detailed review and develop further recommendations for TC's consideration

Jun-July 2024
Trust Programs Committee and Executive Committee could develop recommendations to Trust Council for further revisions

Aug 2024 (tentative special meeting)
Trust Council could review TPC & EC recommendations and pass resolutions requesting staff to make Trust Council's desired changes and to bring next revised draft to a future meeting

Approval in principle

Fall 2024 (tentative special meeting(s))
Trust Council could receive the next revised draft incorporating its earlier resolutions and considers approving the document in principle for referral to LTCs/BIM and Conservancy Board

LTC/IM referrals/ engagement

Fall 2024 –April 2025
6 month internal referral period with locally-determined public engagement; Trust Council reviews internal referral responses, requests staff to make desired changes and bring back for First Reading

First Reading

September 2025
Trust Council and considers First Reading

External Referrals

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

Winter 2026
Trust Council/committees review feedback and request further changes

Second and Third Reading
Spring 2026

Ministerial Approval
Spring/Summer 2026

Fourth Reading & Adoption
Late 2026

*Timeline based on proposed V8 of project charter and assumes Trust Council schedules special meetings between regular quarterly meetings.

March 2024 Islands Trust Council

Media and Social Media Training
2:00 p.m. – 5:30 p.m., Wednesday, March 13, 2024

Purpose: To help trustees strengthen their skills for conducting media interviews, speaking at or on behalf of the Islands Trust at community events and presentations where media or citizen journalists may be present, responding on social media, and identifying needs and opportunities for communications and engagement.

Chair: Peter Luckham, Chair, Islands Trust Council

Guests: Jan Enns (see biography below)

Resources: Russ Hotsenpiller, Chief Administrative Officer
Clare Frater, Director, Trust Area Services
Morgana van Niekerk, Communications Specialist

2:00 p.m.- 2:15 p.m.	**Welcome and Introductions**	Peter Luckham
2:15 p.m.- 3:00 p.m.	Training Session	ALL
3:00- 3:15 p.m.	BREAK	ALL
3:15 p.m.- 5:30 p.m.	Training Session	ALL

Presenter: Jan Enns brings a wealth of experience and expertise to this training session. With a proven track record in media relations, strategic communication, and public engagement, she has successfully worked with elected officials at various levels of government. Her insights into effective communication strategies and media management will be invaluable for trustees.

With a passion for interactive training, Jan specializes in providing custom communications, media and messaging workshops and webinars to help her clients be better able to inform and engage their communities. A well-known conference and workshop presenter, she is a founder and presenter for the local Government Management Association (LGMA) e-learning program, a faculty member for the Municipal Training Institute and Local Government Leadership Academy and has taught citizen engagement for the University of Alberta. More recently she was awarded the LGMA's Distinguished Partner Award. Jan has a Masters in Applied Communications, a certificate in Local Government Administration and IAP2 certificates in public participation. She is the facilitator for the Okanagan Communicators Network, and member of the Canadian Association of Public Relations and the International Association of Public Participation.

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 12-14, 2024
From:	Trust Area Services	**Date Prepared:**	February 22, 2024
SUBJECT:	Legislative Monitoring Report, February 2024		

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, February 2024
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

Reviewed By/Date: Clare Frater, Director, Trust Area Services / February 22, 2024

Stefan Cermak, February 22, 2024
Russ Hotsenpiller, CAO/ February 23, 2024
Executive Committee / February 28, 2024

LEGISLATIVE MONITORING REPORT

February 2024

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

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

PLANNED LEGISLATION	STATUS	BACKGROUND / KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Provincial Planned Legislation				
Land Act Amendments		**NEW:** A legislative amendment to enable agreements with Indigenous Governing Bodies to share decision-making about public land use. The 2019 Declaration on the Rights of Indigenous Peoples Act (DRIPA) provides flexibility for the Province to enter into agreements with Indigenous governments to share decision-making on the use of public land together. Amendments to pre-existing legislation (like the Land Act) are required to make this happen. The Province wants input on sharing public land use decision-making with Indigenous governments. These amendments will allow for agreements under the Declaration Act for Land Act decisions. **Note:** Under the Islands Trust Act, lands of the Islands Trust Conservancy are not subject to the Land Act. **UPDATE:** February 21, 2024 – The Minister for Water, Land and Resource Stewardship has announced that the government is dropping proposed changes to the Land Act.	Staff have registered for a provincial webinar.	Staff will continue to monitor.
Emergency Management Regulations.	Engagement is now closed with new regulations due to be introduced in 2024 .	As part of B.C.'s modernization of emergency management legislation, the Province is creating new regulations for post-emergency financial assistance (often referred to as "disaster financial assistance" or "DFA") and local authority emergency management. This legislation is expected to apply to Bowen Island Municipality.	None to date.	Staff will continue to monitor

PLANNED LEGISLATION	STATUS	BACKGROUND / KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Heritage Conservation Act Transformation Project	Ongoing	The purpose of the Heritage Conservation Act (HCA) is to encourage and facilitate the protection and conservation of B.C.'s unique cultural heritage. The Provincial Heritage Register lists nearly 60,000 protected heritage sites, of which, over 90% are of First Nations origin. The Province recognizes the need to transform the HCA to better meet the needs of all British Columbians. Transforming the HCA will provide for alignment with the UN Declaration and will support the provincial mandate of lasting and meaningful reconciliation. It will also aim to increase certainty and stability for First Nations, landowners, proponents, developers, and government, while supporting sound decision making. Drafting of legislative, policy and program reforms are targeted for Spring 2024. **UPDATE:** The Joint Working Group on First Nations Heritage Conservation invited stakeholders to participate in virtual engagement sessions on the **Heritage Conservation Act Transformation Project**. These sessions introduced a proposed suite of near-term legislative, regulatory, policy, and program changes being proposed for Cabinet consideration, and ultimately, legislative introduction in Spring 2024. Two sessions were held on **September 26** and **September 28**, 2023 **UPDATE: Current Status (updated January 2024)** Given recent feedback, rather than introducing a near-term package of legislative amendments this mandate, the HCATP will instead work towards the development of a more comprehensive package. This means that changes will not be introduced this legislative session, but will be developed for future legislative sessions, which will allow time to ensure the proposed legislative	None to date. Local trust committees and Bowen Island Municipality can designate Heritage Conservation Areas in their OCPs. To date, only Salt Spring Island Local Trust Committee has done so with the Ganges Village Core Heritage Conservation Area to recognize and protect the identifiable heritage features and character of the village. Heritage Conservation Areas may require a heritage alteration permit for: alteration of land, feature, building, or structure, subdivision (Bowen), additions, or new construction.	Staff will continue to monitor. Capital Regional District staff are also monitoring.

PLANNED LEGISLATION	STATUS	BACKGROUND / KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
		amendments are more responsive to First Nations and stakeholder feedback.		
Federal Planned Legislation				
Update to the *Canada Water Act*	Federal Budget 2023 included provision for the creation of the Canada Water Agency	By the end of 2023, the government will introduce the legislation that will fully establish the Canada Water Agency as a standalone entity, outside of Environment and Climate Change Canada with regional offices. This has long been a priority for water champions and leaders across the country and signals a deeper cross-government and collaborative approach to water. **UPDATE** October 2023, No further progress **UPDATE:** February 2024 – This is included in *An Act to implement certain provisions of the fall economic statement tabled in Parliament on November 21, 2023, and certain provisions of the budget tabled in Parliament on March 28, 2023* tabled on November 28, 2023 – See Legislation in Progress section	None to date.	No actions planned.
Proposed *Aquaculture Act* and Regulations (Federal)	Fisheries and Oceans Canada led two initial rounds of engagement in 2017-18 and in 2019. An online consultation also took place from June -	The proposed *Aquaculture Act* is expected to: • define the term aquaculture in legislation • recognize the need for clarity and stability for responsible economic growth of the aquaculture sector • ensure environmental protections enshrined in the *Fisheries Act* are included and specific to aquaculture • develop enforcement mechanisms specific to aquaculture • respect provincial and territorial jurisdictions • respect roles and responsibilities articulated in treaties and other rights reconciliation arrangements	Jan 2018 Chair letter to Minister of DFO requesting ecosystem-based study of potential impacts of the Integrated Geoduck Management Framework 2017 on the health of the Salish Sea. 2018 UBCM resolution	The Province has responsibility for issuing tenures for aquaculture. Local trust committees and Bowen Island Municipality have zoning authority. This generally does not include regulating anything covered

PLANNED LEGISLATION	STATUS	BACKGROUND / KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
	December 2019 along with in-person engagement in some regions. See "What We Heard Report". The next phase of public engagement was open until February 12, 2021	On Aug 17, 2020, the Minister of Fisheries, Oceans, and the Canadian Coast Guard launched the next phase of the Government's public engagement on the first-ever Aquaculture Act. A discussion paper providing background on aquaculture in Canada, rationale for the proposed legislation and an overview of the elements proposed for the new Act, is now available online with key questions to guide feedback to the Government on this important initiative. The public is invited to visit https://dfo-mpo.gc.ca/aquaculture/act-loi/consultations-eng.html , and had until February 12, 2021 to participate in this round of consultation. **UPDATE January 31, 2023**: No further progress since last report. Fisheries and Oceans Canada is continuing in taking time to review and carefully consider the input. **UPDATE October 2023**: No further progress **UPDATE February 2024**: No further progress	calling for DFO to conduct an ecosystem-based study of potential and cumulative impacts of increased geoduck clam aquaculture and consider increased monitoring and enforcement. Dec 2019 Chair letters to Ministers of DFO and FLNRORD requesting more resources for enforcement of shellfish regulations and tenure licenses. Trust Programs Committee co-sponsored a virtual Baynes Sound/Lambert Channel Ecosystems Forum in May 2020, together with the World Wildlife Fund, and has supported since then via the Secretariat Services program. On January 14, 2021 the Island Trust Chair sent a submission comments pertinent to the federal Aquaculture Act Consultation	through aquaculture licenses from DFO. Once the amendments are complete, a review should be undertaken to determine any necessary zoning amendments. Applications should include foreshore and underwater archaeological reviews to protect historical clam beds, fish weirs, and cultural heritage. Section 35 rights for access should be considered.

PLANNED LEGISLATION	STATUS	BACKGROUND / KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
LEGISLATION IN PROCESS	**STATUS**	**BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA**	**ISLANDS TRUST ACTIONS – PAST**	**ISLANDS TRUST ACTIONS – FUTURE**
Provincial Legislation in Progress				
None at time of writing.				
Federal Legislation in Progress				
Bill C 33 - Strengthening the Port System and Railway Safety in Canada Act	Second reading and at consideration in committee in the House of Commons	Bill C-33 is the Ministry of Transport's response to the recent supply chain challenges that have impacted Canadians. The bill proposes amendments to federal legislation related to ports, railways, and the transportation of dangerous goods. The proposed amendments would boost the powers of the federal transport minister, increase existing administrative monetary penalties ("AMPs"), and create a new AMP regime to enforce safe transportation of dangerous goods across Canada. In doing so, the Canadian government aims to "remove systemic barriers to ameliorate supply chain problems, and amend existing federal laws to modernize how Canada's marine and railway transportation systems operate." The bill would impact the maritime industry by amending the *Marine Transportation Security Act* and the *Canada Maritime Act*. The proposed amendments are aimed to: i. expand Canada Port Authorities' mandate over traffic management; ii. position Canada's ports as strategic hubs that support national supply chain performance and effectively manage investment decisions for sustainable growth; and iii. improve the government's insight into ports and their operations. This legislation would make port authorities responsible for managing traffic, which could have implications for anchorages in the Islands Trust Area.	Islands Trust has advocated for better management of large ship anchorages in the Trust Area through letter submissions and input into the Ocean Protection Plan Forums. On Jan 19, 2021 the Chair wrote to the Minister of Transport calling for immediate action to address freighter anchorages in the Southern Gulf Islands	Staff will continue to monitor

PLANNED LEGISLATION	STATUS	BACKGROUND / KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
		UPDATE: Jan 30, 2024 – The Standing Committee on Transport, Infrastructure and Communities passed an amendment to Bill C-33 that would, should the bill pass, require the government to direct vessels out of an area if they've been anchored for longer than 14 days.		

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Provincial Legislation in Effect				
Bill 41: Forests Statutes Amendment Act, 2023	Royal Assent November 30, 2023	The amendments to the Forest and Range Practices Act, the Forest Act, and the Wildfire Act will help address public and First Nations' interests in how forests are managed, giving government new tools to manage Crown land timber harvesting. The government states these changes support actions underway to better care for forests in the face of climate change and extreme weather events.	None to date.	None planned.
Bill 47 - Housing Statutes (Transit-Oriented Areas) Amendment Act, 2023	Royal Assent November 30, 2023	The proposed legislation will require municipalities to designate Transit Oriented Development Areas (TOD Areas) near transit stations. These TOD Areas are defined as land within 800 metres of a rapid transit station (e.g., SkyTrain station) and within 400 metres of a bus exchange where passengers transfer from one route to another (e.g., Newton Bus Exchange in Surrey). In these TOD Areas, municipalities will be required to: • permit housing developments that meet provincial standards (that vary based on transit hub type, and a municipality's size, population and location) for allowable height and density. • remove restrictive parking minimums and allow for parking to be determined by need and demand on a project-by-project basis.	Staff attended a Ministry Webinar on Bills 44, 46 & 47 for local governments – Regional District context	Staff will continue to monitor, including the forthcoming regulations; however, highly likely that this will have no impact on the Islands Trust Area.

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
		• utilize standards and details in the provincial policy manual to provide consistency in the approach to developing TOD Areas. Consequential amendments to the Islands Trust Act exempt local trust committees. Bowen Island could still be affected, if it had transit stations (e.g., bus stops) prescribed under regulation. This appears unlikely as the legislation appears more urban-focussed at this point. **UPDATE: Resources for Bill 44 - Housing Statutes (Residential Development) Amendment Act and Bill 47- Housing Statutes (Transit-Oriented Development) Amendment Act:** To read the SSMUH and TOD Area policy manuals, visit: https://www2.gov.bc.ca/gov/content/housing-tenancy/local-governments-and-housing/housing-initiatives		
Bill 46 - Housing Statutes (Development Financing) Amendment Act, 2023	Royal Assent November 29, 2023	This legislation expands the list of what development cost charges can be spent on to include fire protection facilities, police facilities, solid-waste facilities that support new homes, and cost-share provincial highway projects. It establishes a legislative framework that authorizes local governments to impost amenity cost charges on developers to fund facilities or features that provide social, cultural, heritage, recreational or environmental benefits to a community Consequential amendments to the Islands Trust Act exempt local trust committees. Bowen Island municipality, as a municipality, is subject to the changes.	Staff attended a Ministry Webinar on Bills 44, 46 & 47 for local governments – Regional District context	Staff will continue to monitor and update once regulations are released later in 2024.
Bill 45 - Miscellaneous Statutes Amendment Act (No. 4),	Royal Assent November 30, 2023	This includes amendments to the Community Charter and the Vancouver Charter to include a description of "reasonably available alternative shelter" in situations where local governments are seeking an injunction to enforce bylaws in relation to encampments.		

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
2023		The purpose of establishing a description is to inform a court's analysis of injunction applications for a decampment. The Province has been working to set a standard for greater clarity for the enforcement of bylaws through injunctions, while also ensuring that people experiencing homelessness have access to suitable shelter that is able to provide for their basic needs. NEW: UBCM has received legal counsel that Bill 45, Miscellaneous Statutes Amendment Act, is intended to, and may in fact, limit the ability of local governments to manage homeless encampments. Bill 45 will apply to local governments seeking court injunctions to remove or regulate homeless encampments. Councillor Trish Mandewo, UBCM's president, conveyed her concerns to Minister of Housing, Ravi Kahlon, in a meeting On November 21, 2023, and requested that the legislation be withdrawn.		
Bill 44 - Housing Statutes (Residential Development) Amendment Act, 2023	Royal Assent November 29, 2023	New legislation will require all local governments to update zoning bylaws to permit one secondary suite or accessory dwelling unit in all single-family zones. It would also require updates to zoning bylaws in municipalities over 5,000 and within urban containment boundaries to permit small scale, multi-unit housing with most lots allowed three to four units on lots currently zoned for single-family or duplex use (varying with lot size) and up to six units on lots currently zoned for single-family or duplex use that are larger and also close to transit stops with frequent service. Municipalities that are covered by the new legislation cannot have bylaws that allow for fewer units than the provincial legislation, but have the ability to permit *more* than the provincial legislation. Exemptions include land protected under the Heritage Conservation Act, land that is not connected to water or sewer and parcels of land larger than 4.050. LTCs are also exempted	Staff attended a Ministry Webinar on Bills 44, 46 & 47 for local governments – Regional District context. Receipt of provincial grant to update Housing Needs Reports for all LTCs. Updated business case for FPC and Trust Council.	

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
		from the above provisions due to a consequential amendment to the Islands Trust Act. It also requires all local governments to update their housing needs reports using a standardized methodology over a 20 year timeframe. It requires that OCP and zoning bylaws be updated every 5 years to reflect and pre-zone for the 20 year housing. It prohibits public hearings for housing-focused rezoning that are consistent with OCPs where residential is at least half of gross floor area. Applicable to LTCs: -Definition of housing unit – may be useful in LUBs -s. 464(3): prohibition on public hearings where the bylaw is consistent with OCP and the sole purpose of the bylaw is permit a residential development (notice of first reading still required) -s. 473(1) OCP must include statements and map designations (a)the approximate location, amount, type and density of residential development required to meet anticipated housing needs over a period of at least 20 years; (changed from 5) -s. 473.1 OCP must include housing polices respecting each class of housing needs required to be addressed in the most recent housing needs report -s. 585 (housing needs reports): Must address needs for 5 and 20 years Dec 31, 2028 for all new reports -s. 790 interim reports on housing needs **UPDATE: January 2024 -** Resources for Bill 44 - Housing Statutes (Residential Development) Amendment Act and Bill 47- Housing Statutes (Transit-Oriented Development) Amendment Act: To read the SSMUH and TOD Area policy manuals, visit: https://www2.gov.bc.ca/gov/content/housing-tenancy/local-governments-and-housing/housing-initiatives		

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
		UPDATE: February 21, 2024 - The Province has opened its extension application process for the Small Scale Multi-Unit Housing (SSMUH) bylaw requirements for Bill 44. Because local governments need to know the results of their extension application before June 30, the Province recommends that applications be submitted 45 days prior to anticipated council hearings for SSMUH-related amendments.		
Ministerial Order adopting the BC Building Code 2024 **and** **Ministerial Order adopting the BC Fire Code 2024**	Signed November 24, 2023	**NEW:** BC Codes 2024 are largely based on the National Codes 2020 with some BC-specific variations to reflect the province's geography, climate, local government needs, industry practices, and provincial priorities. The BC Codes 2024 will come into effect on March 8, 2024, and will apply to building permits applied for on or after that date. Buildings with permits in place under the BC Codes 2018 will generally not be affected by the new BC Codes. The effective date for the new adaptable dwellings and earthquake design changes will be deferred to March 10, 2025, to allow additional engagement and sufficient training to enable low or no-cost design solutions. This measured approach aims to balance accessibility and housing supply priorities and considers human rights, equity for all people, accessibility engagement feedback, product availability and affordability, and moderate-to-minimal impacts for industry.		
Money Judgment Enforcement Act **&** **The Money Judgment Enforcement**	Royal Assent October 26, 2023 & Royal Assent November 30, 2023	**NEW:** The Money Judgment Enforcement Consequential Amendments and Transitional Provisions Act (Amended Act) builds on Bill 27, the Money Judgment Enforcement Act (MJEA) by introducing 74 amendments to other legislation across government that were necessary for the MJEA to be effectively enforced. When it comes into force in 2025, the Money Judgment Enforcement Act will make it easier and less costly for people to get the money owed to them through the courts or tribunals, such	Currently, Islands Trust's options are to put a notice on title or send the debt to a collection agent. Island Trust no longer uses a collection agent.	Debt from bylaw notices can be collected under this Act. This means that the Certificates of Amounts Owing that Islands Trust file in the Small Claims

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Consequential Amendments and Transitional Provisions Act (Amended Act)		as the Residential Tenancy Branch or Civil Resolution Tribunal (CRT). A brief summary of the three broad types of consequential amendments that will be made: 1. The largest category is amendments allowing parties to file an order of a tribunal directly in the money judgment registry, instead of the present requirement to file those documents in the court for the debt to be enforceable. In addition, government administrative decision makers will be allowed to file a certificate setting out a monetary penalty directly in the money judgment registry. 2. The second category is replacing all references to the Court Order Enforcement Act with references to the Money Judgment Enforcement Act. • The third category of is updating specific methods of enforcing money judgments, such as references to a "writ of seizure" or "garnishing order", with a general reference to "enforcement proceedings" under the Money Judgment Enforcement Act.		Court registry can be filed in the money judgment registry. As per amendment 3, local governments will be able to seek writs of seizure or garnishees orders to collect the debt and hire a bailiff to collect.
Short-Term Rental Accommodations Act	Royal Assent October 26, 2023	This Act does the following: • requires the registration of online short-term rental platform service providers and of offers for short-term rental accommodation services; • requires that, subject to any applicable exceptions or exemptions, short-term rental accommodation services may only be provided in a host's principal residence or, in some circumstances, one secondary suite or other accessory dwelling unit (LTCs are exempt but may opt-in);	Short Term Vacation Rentals (STVR) have been a long standing concern for Islands Trust o In 2012, the Salt Spring Island Local Trust Committee was unsuccessful at seeking an injunction via the Supreme Court of British Columbia	Staff will continue to monitor. Advocacy could occur to Regional Districts re business licenses and STVR (assuming TC and LTCS want this tool used to regulate STVRs). LTCs to consider whether to opt-in to the restriction on short-term

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
		• provides for how certain local governments, persons or entities may request changes to the exempt land where the principal residence requirement does not apply; • provides for the appointment, powers and duties of a registrar; • provides for the appointment, powers and duties of a director, including the authority to undertake investigations, make compliance orders and impose administrative penalties; • provides for injunctions that may be granted by the Supreme Court to prevent contraventions; • provides for the sharing of information and for information-sharing agreements; • enables the minister to enter into coordination agreements with the Nisga'a Nation or treaty first nations relating to the regulation of short-term rental accommodation by the Nisga'a Nation or treaty first nations; • enables the coordination of regulation of short-term rental accommodations by local governments, including for the purposes of enforcement of local government bylaws relating to business licence requirements, and provides for other matters relating to the authority of local governments and other authority for making regulations. Implications for Islands Trust: -Business license authority is with regional districts not LTCs. -Islands Trust is exempted from the restriction on STVR to be allowed only in the principle residence of the host, but may opt in by LTC -the registry will be Province-wide so can assist with enforcement -removal of non-conforming protection takes effect May 2024	to restrain a company from using or offering residentially-zoned properties for commercial guest accommodation rather than on individual property owners. Most LTCs have considered whether to opt-in to the principal residence requirement.	accommodation being in hosts home or accessory building. Waiting for regulations on the process, implications and timing for this. RPC has requested an assessment of the loss of legal non-conforming protection for some STVRs. Some LTCs have requested more information about potential impacts on opting in to the principal residence requirement.

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
		-increase fines (which can be applied in Trust area) would apply to Municipal Ticket Information, not Bylaw Violation Notices **UPDATE: Resources for Bill 35 – Short-Term Rental Accommodation Act:** To read the guidelines, visit: https://news.gov.bc.ca/files/STRPolicyGuidance2023.pdf		
Federal Legislation in Effect				
Species at Risk Act - Order Amending Schedule 1 to the Species at Risk Act	December 20, 2023 published in Part II of the Canada Gazette	**NEW:** This Order is for Monarch, Western Bumble Bee occidentalis subspecies, and Western Bumble Bee mckayi subspecies. Western Bumble Bee has been found on Salt Spring Island. The Order along with the Regulatory Impact Analysis Statement and the Order Summary can be found on the Species at Risk Registry at the following address: https://species-registry.canada.ca/index-en.html#/consultations/674. Species added to Schedule 1 of SARA: • Western Bumble Bee occidentalis subspecies (threatened). Range: BC, AB, SK • Western Bumble Bee mckayi subspecies (special concern). Range: YT, NT, BC Species reclassified on Schedule 1 of SARA • Monarch (endangered). Range: BC, AB, SK, MB, ON, QC, NB, NS, PEI	Islands Trust Conservancy (ITC) monitors updates to the species lists in Schedule 1 of the Species at Risk Act for the purposes of property management. Species at Risk lists are updated in internal mapping systems on a regular basis through a data sharing agreement with the BC Conservation Data Centre. ITC restoration of pollinator ecosystems on Salt Spring, funded through the Species at Risk Grant from Environment and Climate Change Canada, is expected to benefit the Western Bumble Bee.	Trustees may wish to review recovery plans for potential actions when issued in 2024.

COURT DECISIONS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
No relevant court decisions in this reporting period				

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Census of Environment: A Snapshot of Canada's Growing Coastal Communities and their Natural Environment	Released January 26, 2024	**NEW:** Statistics Canada's new Census of Environment program reports on ecosystems in Canada, providing information to help Canadians make evidence-based decisions to protect, rehabilitate, enhance and sustain our environment. It follows the internationally accepted environmental–economic standard for producing information on ecosystems' extent, their condition and the services they provide. Data on the coastal population for 2016 and 2021 are now available in a new table (38-10-0170-01). This table provides information on population and dwellings by distance from the coastline and elevation above sea level	None to date.	None planned.
Agricultural Land Commission Guides updates	Released January 26, 2024	**NEW:** **Updated Subdivision Near Agriculture Guide** This guide is to support Approving Officers and local government/First Nation Government planners in reviewing and processing applications for subdivision in lands near agriculture land. The Guide is also intended for subdivision applicants such as developers, agents, and landowners who are seeking subdivision near agriculture. This is not a guide for subdivision within the ALR. **Updated ALC Bylaw Review Guide** This guide is a resource to support the bylaw development process for local governments and First Nation Governments with ALR	SALTC managing an ALR exclusion/inclusion process	Lessons learned from SALTCs ALR application will inform future recommendations

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		land. It outlines responsibilities regarding the regulation of land uses in the ALR, provides general guidance for drafting land use bylaws that are consistent with the ALCA, and explains the ALC's bylaw review process.		
Land Trust Alliance of BC webinars 2023	Available	**NEW:** A series of webinars from the BC Land Trust Summit 2023. These webinars are free for land trust members. For non-members the charge is $49 per webinar.	None to date.	None planned.
Distinctions-Based Approach Primer.	Published December 20, 2023	**NEW:** Through the *Declaration on the Rights of Indigenous Peoples Act*, the Province has adopted a distinctions-based approach to relationships with Indigenous Peoples (First Nation, Metis and Inuit) to advance reconciliation. This document is intended to assist the Government of British Columbia (the Province) in building an understanding of the legal basis for, and core elements of, a distinctions-based approach in all of the Province's relations with First Nations, Métis, and Inuit in what is now British Columbia For more information, please visit the Province's Distinctions-based Approach website.	None to date.	Staff will reference as needed.
2023 State of the Sound Report	Released November 01, 2023	**NEW: The 2023 State of the Sound includes information about** • the health of Puget Sound; • the state of the Puget Sound recovery effort; • recommendations from the Partnership's leadership and boards; and • other key details related to the recovery community and our work.	None to date.	None planned.
Climate Change Accountability Report	Released November 30, 2023	**NEW:** British Columbia's progress on climate action is outlined in the newly released 2023 Climate Change Accountability Report,	None to date.	None planned.

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		which outlines the actions and results of B.C.'s work to meet the Province's climate targets.		
Islands Trust Housing Options Toolkit	Posted November 29, 2023	**NEW:** This Islands Trust Toolkit supports housing-related and land use planning projects to better address the need for housing options by providing trustees, planning staff, and community groups with structured implementation resources. 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	Trust Council received toolkit in December 2024 and Islands Trust issued news release	Staff will continue to update
List Of Housing Information & Resources For Local Governments	Announced November 10, 2023	**NEW:** Related to housing, CivicInfo BC has compiled a select list of current information resources for BC local governments: Select Resources: • New Legislation on Development Finance - Union of BC Municipalities, Nov.8, 2023 • Legislation / streamline delivery of homes, services, infrastructure - Ministry of Housing, Press Release, Updated Nov.7, 2023 • Provincial housing legislation introduces sweeping changes / planning framework - Union of BC Municipalities, Nov.3, 2023 • More small-scale, multi-unit homes coming to B.C - Office of the Premier, Press Release, Nov.2, 2023 • Homes for People Action Plan - Ministry of Housing • Progress on Homes for BC - Ministry of Housing • Housing Policy Information - Union of BC Municipalities • Rental Housing Statistics - BC Non-Profit Housing Association	None to date.	None planned.

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		• Housing Data and Homeless Counts - Research Centre, BC Housing		

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Report: State of the World's Migratory Species	Released February 12, 2024	The marbled murrelet (found in the Islands Trust Area) is among a growing number of migratory species animals facing a perilous future, a new United Nations report found. This landmark report reveals: • While some migratory species listed under the Convention on the Conservation of Migratory Species of Wild Animals (CMS) are improving, nearly half (44 per cent) are showing population declines. • More than one-in-five (22 per cent) of CMS-listed species are threatened with extinction. • Nearly all (97 per cent) of CMS-listed fish are threatened with extinction. • The extinction risk is growing for migratory species globally, including those not listed under CMS. • Half (51 per cent) of Key Biodiversity Areas identified as important for CMS-listed migratory animals do not have protected status, and 58 per cent of the monitored sites recognized as being important for CMS-listed species are experiencing unsustainable levels of human-caused pressure. • The two greatest threats to both CMS-listed and all	None to date.	None planned.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		migratory species are overexploitation and habitat loss due to human activity. Three out of four CMS-listed species are impacted by habitat loss, degradation and fragmentation, and seven out of ten CMS-listed species are impacted by overexploitation (including intentional taking as well as incidental capture). • Climate change, pollution and invasive species are also having profound impacts on migratory species. • Globally, 399 migratory species that are threatened or near threatened with extinction are not currently listed under CMS.		
An Act to implement certain provisions of the fall economic statement tabled in Parliament on November 21, 2023, and certain provisions of the budget tabled in Parliament on March 28, 2023	At second reading in the House of Commons	**NEW:** Through this bill the government proposes to introduce the Canada Water Agency Act to establish the stand-alone Canada Water Agency, under the Minister of the Environment for the purpose of protection, conservation, and restoration of the quality of fresh water and the health of freshwater ecosystems in Canada and to take other collaborative measures, including the development of policy and the promotion of sound governance with respect to fresh water, as well as the improvement of the ease of access to and use of relevant data. The Bill also proposes to enact the Department of Housing, Infrastructure and Communities Act, which establishes the Department of Housing, Infrastructure and Communities, confers on the Minister of Infrastructure and Communities various responsibilities relating to public infrastructure and confers on the Minister of Housing various responsibilities relating to housing and	None to date.	None planned.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		the reduction and prevention of homelessness. As a consequence of creating this new Act, the Canada Strategic Infrastructure Fund Act will be repealed.		
BILL C-344 An Act to amend the Wrecked, Abandoned or Hazardous Vessels Act (national strategy respecting abandoned vessels)	First Reading June 15, 2023 February 2024: Outside the Order of Precedence	**NEW:** (MP Lisa Marie-Barron (Nanaimo-Ladysmith) Private Members Bill) This bill would amend the *Wrecked, Abandoned or Hazardous Vessels Act* to provide for the development and implementation of a national strategy that works with coastal communities and First Nations to address the abandonment of vessels.	None to date re this bill but Islands Trust Council has previously dedicated significant effort to advocacy for better federal management of wrecked, abandoned or hazardous vessels.	None planned.
Bill M226 — No Net Loss Of Wetland Act, 2023	First Reading November 23, 2023	**NEW:** The purpose of this Act is to ensure the conservation of British Columbia's wetland functions to sustain their socio-economic and habitat value now and into the future. This Act establishes a government policy of ensuring no net loss of British Columbia's wetland functions and calls on government to develop a partnership framework utilizing the cross-jurisdictional expertise of different levels of government and non-governmental organizations. This Bill imposes an obligation on the government to ensure that any government programs or infrastructure projects, or tenures granted by the government to a non-government entity, do not result in a net loss of the wetland functions of any wetland affected by the program, project or tenure.	None to date.	None planned.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Bill C-226 – An Act respecting the development of a national strategy to assess, prevent and address environmental racism and to advance environmental justice	At consideration in committee in the Senate	(MP Elizabeth May (Saanich-Gulf Islands) Private Members Bill) This enactment would require the Minister of the Environment, in consultation or cooperation with any interested persons, bodies, organizations or communities, to develop a national strategy to promote efforts across Canada to address the harm caused by environmental racism. It also provides for reporting requirements in relation to the strategy. **UPDATE:** February 2023 – No activity in committee	None to date.	None planned.
Engagement: 2026 Census of Population Dissemination Consultation	Closes March 31, 2024	**NEW:** The dissemination consultation gives data users an opportunity to provide feedback regarding the dissemination strategies associated with the 2021 Census of Population product and service line (including geography products) within the Census Program at Statistics Canada.	None to date.	None planned.
Engagement: Amending the List of Species under the Species at Risk Act: Terrestrial Species December 2023	Closes May 16, 2024, and October 16, 2024	**NEW:** Environment and Climate Change Canada is seeking comments on proposed amendments to Schedule 1 resulting from assessments of 13 terrestrial species. Of these, seven new wildlife species are eligible for addition to Schedule 1. One species, already listed on Schedule 1, is being considered for reclassification to a higher risk category and four species, also already listed on Schedule 1, are being considered for reclassification to a lower risk category. Another species, the Great Blue Heron fannini subspecies, is being considered for removal from Schedule 1. Twenty-one terrestrial species at risk already listed on Schedule 1 have received confirmation of their status. These are not included in this consultation process, as no regulatory amendment is required.	None to date.	None planned.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		Some species being considered could be found in the Islands trust Area. Comments should be submitted by **May 16, 2024**, for terrestrial species undergoing **normal** consultations and by **October 16, 2024**, for terrestrial species undergoing **extended** consultations.		
Engagement: 2035 greenhouse gas emissions reduction target	Open until March 28, 2024	Environment and Climate Change Canada launched a public engagement process to hear the opinions of Canadians and Indigenous peoples across the country to inform setting Canada's 2035 national greenhouse gas emissions target. This important step is mandated under the *Canadian Net-Zero Emissions Accountability Act* and Canada's international obligations under the Paris Agreement.	None to date.	None planned.
Land Act Amendments	February 21, 2024 – The Minister for Water, Land and Resource Stewardship has announced that the government is dropping proposed changes to the Land Act.	**NEW:** Amendments to the Land Act were proposed to allow for agreements under the Declaration Act for Land Act decisions. The Province had hoped to be able to negotiate agreements with Indigenous governments and begin sharing decision-making on public land use in the late spring of 2024. However, the Minister has dropped the proposed changes. A slide deck for planned webinars about the proposed Land Act are available: https://engage.gov.bc.ca/app/uploads/sites/121/2024/02/2024-Land-Act-Amendments-Stakeholder-Deck-02-11-918p-2.pdf	N/A	N/A
Report: Sustaining Growth -	Released January 30, 2024	**NEW:** The report reflects trends seen in numbers released by Statistics Canada in December 2023 and provides a high-level	None to date.	Trust bodies may wish to consider this information

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Population and Demography for B.C. and Canada		summary of demographic data to support program, policy and service development across government. The report states that British Columbia's population is projected to reach 7.9 million by 2046, up 44% compared to 5.5 million in 2023. • From July 1, 2022, to July 1, 2023, the population of B.C. experienced an annual growth rate of 3%, marking the highest annual increase since 1974. • B.C.'s population is now made up of 8.2% non-permanent residents. • International migrants will fill 46% of the new jobs between 2024 and 2033.		as they consider land use planning decisions.
Engagement: Draft shíshálh swiya Dock Management Plan	Open until February 16, 2024	**NEW:** The province and the shíshálh Nation are in the midst of negotiating a new dock management plan throughout the Nation's traditional territory. Changes proposed under the plan include a ban on boathouses within private moorage tenures, a 30-square-metre maximum float area and a 50-metre maximum dock length. According to the province, the purpose of the changes is to help minimize impacts on the marine ecosystem and archeological sites, addressing impacts on Indigenous interests, and advancing collaborative management between the nation and the province. Public engagement is open on the online commenting platform until Feb. 16, 2024.	None to date.	None planned.
Housing Summit 2024: Local Vision. Local Action	February 13-14, 2024	**NEW:** The summit will focus on the continuing crisis in housing affordability and attainability, and consider the effects of recent provincial legislation that has introduced fundamental changes to BC's housing system.	On January 31, 2024 Executive Committee received a notice about the Housing Summit for information.	Staff provided UBCM summaries of the Summit to Executive Committee for February 28, 2024 agenda.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Canada in a Changing Climate survey	Open until March 31, 2024.	**NEW:** The survey will gather feedback on how people use info on climate change impacts and adaptation and what topics and formats are most useful to them. The survey looks back at the current series of the National Knowledge Assessment of climate change impacts and adaptation in Canada to help us evaluate what worked well this time and what might have been done better. It also looks ahead at possible topics and formats of the next series.	None to date.	None planned.
Conservation Options for Municipalities across Canada.	Announced January 10, 2024	**NEW:** In 2023 the Alliance of Canadian Land Trusts, the Land Trust Alliance of British Columbia, and the Réseau de milieux naturels protégés conducted a national survey and published the report "Conservation Options for Municipalities across Canada." The bilingual report outlines coast-to-coast conservation options and case studies from local governments who are prioritizing conservation. Some of the strategies identified include Land Back, conservation tools, conservation funds, and the integration of habitat protection into official plans/policies.	None to date.	None planned.
Engagement: Draft Biodiversity and Ecosystem Health Framework	Closed on January 31, 2024	**NEW:** B.C.'s draft Biodiversity and Ecosystem Health Framework sets out a common vision for the conservation and management of ecosystem health and biodiversity. As an overarching priority, the Framework formalizes a new and strategic direction for a more holistic approach to stewarding our land and water resources and making sure they are healthy and resilient for future generations.	Staff attended an information session.	Staff will continue to monitor.
Engagement: *Develop with Care* guidance document	Closed January 30, 2024	**NEW:** The Province of BC, through the Ministry of Water, Land and Resource Stewardship has initiated the process to update its Develop with Care guidance document, the purpose of which was to assist people who were involved in planning, implementing,	Both Islands Trust and Islands Trust Conservancy staff provided input to this engagement.	Staff will continue to monitor.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		reviewing and/or approving land developments in BC's urban and rural areas. It is now transitioning to a period of external engagement with First Nations, local governments, NGOs and Environmental Professionals who regularly (or even occasionally) use Develop with Care.		
Tripartite Framework Agreement on Nature Conservation between Canada, British Columbia, and the First Nations Leadership Council	Signed November 03, 2023	**NEW:** The aim of this agreement is to protect and conserve biodiversity, habitats, and species at risk in the province. The Framework Agreement enables action rooted in recognition of First Nations title and rights to reach B.C. and Canada's goal of protecting thirty percent of lands in B.C. by 2030. The Framework Agreement enables Canada, BC, and First Nations to jointly identify tangible projects and investments that will help to halt or reverse biodiversity loss and create more resilient landscapes in the face of increasing risk of wildfire, flood and drought. The Framework Agreement commits to advance alignment with the United Nations Declaration on the Rights of Indigenous Peoples in full collaboration with rights holders in its implementation. The Framework Agreement will also create opportunities to enable the participation of other levels of government, non-governmental organizations, and industry consistent with the Agreement's aims.	None to date.	None planned.
The BC Treaty Commission 2023 Annual Report	Released October 18, 2023	**NEW:** The 2023 report highlights a feature on Tsawwassen First Nation and negotiation progress including s.87 tax-exemption reinstatement and continuance under modern treaties, advancement of innovative approaches at negotiation tables, and key discussions on the enforcement of First Nations laws.	None to date.	None planned.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		There are four advanced treaty tables on the cusp of reaching key milestones to conclude negotiations. These will be the most comprehensive modern treaties to date, integrating all the recent policy achievements		
Engagement: Sunshine Coast Forest Landscape Planning Pilot Project	Closed January 15, 2024	**NEW:** Squamish, shishalh, Tla'amin, Homalco, and Klahoose Nations and the Province of British Columbia are working in full partnership for the co-development and co-management of the Sunshine Coast Forest Landscape Plan (FLP). Now that the engagement period has closed, the Sunshine Coast FLP will develop forest management strategies informed by the values First Nations and local communities place on the forest ecosystems within the Sunshine Coast FLP area. Please note that this engagement is regarding the Sunshine Coast FLP and is not linked to the periodic timber supply review process.	None to date.	None planned.
BC Builds	Announced February 13, 2024 – with $2 billion in federal funding $198 million in provincial funding announced February 22, 2024	This program is aimed at affordable rental units for "middle income households." Project partners must own and control a mortgageable interest in the property and bring some form of equity to the project. In addition, projects must be supported by a demonstrable need and a viable business case. The program is for construction costs and not operating costs. Partners may include private developers. BC Builds uses government-owned, public and underused land and lower government borrowing rates to offer low-cost financing to bring down construction costs and deliver more middle-income housing for people. It also works with local governments, landowners, homebuilders and housing operators to move projects from concept to construction within 12 to 18 months, compared to	Islands Trust has created a Housing Action toolkit	Local trust committees can use the Housing Action Toolkit.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		the current average of three to five years. These new units will be income-tested and will ensure that the people who keep B.C. communities thriving can find homes they can afford.		

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

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

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

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

TRUST COUNCIL DIRECTION	WHEN	ADVOCACY METHOD	RESPONSE
THAT the Islands Trust write to the Minister requesting amendments to the Islands Trust Act, specifically[1]: 1. Allowance for entry warrants by bylaw officers; 2. Development permit area enforcement via municipal ticketing; 3. Adoption of development approval information bylaws by LTCs; 4. Amending the Act to add "First Nations" to the list of those with whom we work "in co-operation."; 5. The ability to delegate to staff the granting of development permits; 6. Seeking clarification of foreshore zoning authority; 7. Broadening of Islands Trust entities under the Local Government Act, relative to s. 294, allowing for "incidental or conducive powers."; 8. Ability to provide an affordable housing agreement with a third party and to create a Housing Service. 9. Include reference to the ecosystem in section 8.2 of the Islands Trust Act. 10. And enact the ability to charge fees for telecommunication applications.	Sept 2018	Letter to Hon. Selina Robinson, Minister of Municipal Affairs and Housing	In 2021 The Province amended the Islands Trust Act to: • Include a specific reference to First Nations in the Trust's Object statement to recognize its ongoing relationship and reconciliation efforts with First Nations. (#4) • Enable Islands Trust to give financial support to third parties for activities that provide education about or preserve the environment and unique amenities of the Trust Area. This is an optional new power that Trust Council can use if desired. (#9) • Streamline the Islands Trust development approvals processes by transferring from Trust Council the ability to adopt and amend development approval information bylaws to local trust committees providing greater local autonomy. (#3) In 2021, the Province also amended BC Regulation 275/2021 deposited under the Islands Trust Act to enable local trust committees to delegate, by bylaw, issuance of development permits to staff with allowance for re-consideration of staff decisions by the local trust committee if warranted. (#5) Foreshore authority – on-going meetings between Islands Trust Staff, Ministry and CwVRD staff on foreshore jurisdiction in that RD. (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, March 4, 2021 meeting	April 2021 response from Director Doug Kelly commuting to work collaboratively with Islands Trust to continue to address issues as they evolve.
That Islands Trust request the Province enhance the Trust's jurisdiction over tree cutting bylaws to make its jurisdiction equal to that of municipalities under section 8 of the Community Charter.	September 2020	Letter to Hon. Josie Osborne Minister of Municipal Affairs In May 2022, discussed status of request for some forest authority, discussed the letters to his office re the Policy Statement process and the forest issue.	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…. 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. That the Islands Trust Chair, on behalf of Council, submit a letter to the Lieutenant Governor in Council making the review request under Section 8(2)(e) of the Islands Trust Act that outlines the potential scope of a review, including, but not limited to: a. An assessment of the optimum governance model to preserve and protect the Trust area pursuant to the Province's vision for the future of the Trust area. b. The object of the Islands Trust Act and clarification of the mandate of the organization. c. The governance structure of the organization. d. The alignment of decision-making processes and structures with the Declaration on the Rights of Indigenous Peoples Act. e. The geographic scope of the organization and in particular authority over marine areas. f. The funding mechanisms provided to the organization in light of a clarified mandate.	June 2022	Letter to Hon. Nathan Cullen Minister of Municipal Affairs Meeting of Executive Committee and Minister Cullen with follow-up letter in June 2022	The Minister replied on September 23, 2022 stating that he looks forward to learning of the measures being taken by the Trust in response to the governance and management review and in relation to the broader issues that are raised in the context of this request for a review of the Islands Trust governance, mandate and opportunities for alignment with the principles of the Declaration Act.
That Trust Council call on the Province of British Columbia, in partnership with Indigenous leadership, to develop and communicate in a timely way the process and timelines through which they will develop new legislation to protect and restore biological diversity and ecosystem health, in a manner consistent with the United Nations Declaration on the Rights of	June 2022	Letter to The Hon. Katrine Conroy Minister of Forests and The Hon. Josie Osborne Minister of Land, Water, and Resource Stewardship	In February 2023, the B.C. government launched new measures to protect more old growth by fast-tracking innovation and co-developing new local plans with First Nations to better care for B.C.'s forests.

TRUST COUNCIL DIRECTION	WHEN	ADVOCACY METHOD	RESPONSE
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:**	March 12, 2024
From:	**Executive Committee**	**Date Prepared:**	February 19, 2024
SUBJECT:	**Islands Trust Climate Actions**		

PURPOSE: To provide Trust Council with background to support a discussion on Islands Trust climate actions.

BACKGROUND: At its September 2023 meeting Trust Council was provided with a briefing with supporting material that was intended for discussion in December 2023 re climate change action.

On November 22, 2023, Executive Committee reviewed the climate action related materials for the December 2023 Trust Council meeting, discussed the currency of the information in the briefing, and chose not to forward the materials to Trust Council. Instead the Executive Committee requested staff to return an updated briefing to an Executive Committee agenda in 2024.

Staff provided the information below to Executive Committee on January 31, 2024, but did not have time to provide a comprehensive update to the full suite of materials provided to Trust Council in September 2023. Executive Committee requested that the information below forwarded to Trust Council to support a discussion about priority setting.

Islands Trust commitments to climate action are rooted in the following:

- Mandate to preserve and protect
- Carbon Neutral Operations Policy
- Official Community Plan reduction targets to 2050
- Islands Trust Council Strategic Plan priorities
- Islands Trust Conservancy Regional Conservation Plan goals

The Islands Trust Council's Strategic Plan contains the following actions related to climate action:

Strategy	Status
Objective: Preserve, protect and advocate for forest and terrestrial ecosystems	
1.1. Map contiguous tracks of the Coastal Douglas fir zone (CDF) and associated ecosystems to	Completed.

aid in protection of that zone and its associated ecosystems.	
1.2. Create a model development permit for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas fir zones throughout the Trust Area.	Last term, Regional Planning Committee decided to wait for work underway on Salt Spring Island on Coastal Douglas-fir ecosystem protection (wildfire resilience). At present, no future work planned.
2.1. 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.	Not started. Ministry officials have referred the Islands Trust to the Ministry of Finance for further information. A tax shift analysis is required for a business case to the Province of BC regarding Trust Council's desire that legislation be amended to increase the NAPTEP exemption.
2.2. Create forestry initiatives including establishment of development permit areas, tree cutting authority advocacy, enforcement of development permits related to forestry and advocacy associated with the Private Managed Forest Land Act.	As per Trust Council direction in March, pursuit of tree cutting authority is not proceeding. Advocacy occurred with regard Private Managed Forest Land Act changes in 20/21. Enforcement of development permits remains a province wide issue. Trust Council may wish to provide specific direction in terms of outcomes associated with this strategic priority.
Objective: To preserve and protect marine ecosystems	
2.3. Map the extent of eelgrass and kelp beds throughout the Trust Area.	Phase 1 was completed in March 2022 and Phase 2 has not yet been funded. On Regional Planning Committee's future projects list.
2.4. 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.	Partially completed. On Regional Planning Committee's future projects list.
Protect quality and quantity of fresh water resources of the Trust Area	
2.5. 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.	Freshwater Sustainability Strategy received by Trust Council in December 2021. Trust Council requested that the Regional Planning Committee develop of a Freshwater Sustainability Strategy policy document and recommendations for implementation of the Strategy which is on Regional Planning Committee's future projects list.

	A webpage devoted to the Freshwater Sustainability Program was developed and implementation opportunities are occurring through development of products such as a Freshwater Atlas and Land Suitability Analysis.
2.6. Map and develop water budgets for groundwater aquifers in the Trust Area.	Partially complete. On Regional Planning Committee's active projects list. Water budgets still required for Hornby, Denman and Gabriola, Salt Spring, Thetis, Keats, Gambier and updates for Southern Gulf Islands.
2.7. Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling.	On Regional Planning Committee's future projects list.
Mitigate and adapt to climate change impacts	
3.1 Amend the Islands Trust Policy Statement to add climate change mitigation, adaptation and resiliency policies.	In progress.
3.2 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.	Not started as Policy Statement Amendment Project not complete. The Gambier Island Official Community Plan update will address climate topics,
3.3 Develop i) a set of climate change, demographic and environmental data and ii) performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaption efforts.	Trust Programs Committee received a contracted report about climate indicators at the August 2020 meeting which it forwarded to Trust Council. Conservancy Board received a contracted report about climate projections in 2020. Performance criteria project not started.
Improve community engagement and participation in Islands Trust work	
2.8. Develop the capacity to broadcast public meetings of Local Trust Committees, Council Committees and Trust Council.	Complete. Reduces GHG emissions via reduced travel.
2.9. Develop a new website and initiate a social media program.	Complete. New webpages on climate change, freshwater sustainability and new social media channels implemented which can be used to share climate action information.
2.10. Develop and implement a stewardship education program directed towards the	Ongoing.

public, industry and stakeholders in the Trust Area.	In 2020, TPC delivered a water conservation webinar, an eelgrass webinar and an ecosystem adaptation webinar. In February 2021, TPC delivered a groundwater licencing webinar. In 2023, Islands Trust Conservancy's Species At Risk Program hosted digital events from Feb.-Apr, 2023 which included information on climate impacts. In 2024, Trust Programs Committee is planning a wildfire prevention webinar.
To improve and modernize the ability of the Islands Trust to regulate land use activity and work with others	
5.2 Provide a secretariat role to forums within the Trust Area.	The Secretariat Services Program funds six coordination groups including, as of Dec 2023, the Vancouver Island and Coastal Communities Climate Leadership Steering Committee
Strengthen housing affordability throughout the Islands Trust Area	
4.4. iii. Develop model bylaws that use floor area ratio as a density metric for consideration of implementation in local trust area land use bylaws.	Consultant Report received by Trust Council September 2021. Draft Housing Toolkit reviewed by Regional Planning Committee in July 2023 with all feasible regulatory options included. No further work recommended due to low value of using floor area ratio in rural areas and poor uptake of model bylaws.
4.4. iv. Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws.	Not started, and not recommended due to poor uptake of model bylaws. The Flexible housing bylaw created for Mayne Island is an example.

In addition:

Trust Council Initiatives

- Natural Area Protection Tax Exemption Program (NAPTEP)
- Natural Area Protection Tax Exemption Program (NAPTEP) Fee Sponsorship Program
- Carbon Neutral Operations
  - Carbon Neutral Operations Policy
  - 2023 Report to Province of BC's Local Government Climate Action Program
- Shoreline Protection Model Bylaw Report

Islands Trust Conservancy Initiatives

The Islands Trust Conservancy furthers climate action through its core work which is guided by:

- a Five Year Plan approved by the Minister of Municipal Affairs,
- a Regional Conservation Plan,
- a Land Securement Strategy, and
- a Property Management Strategy

and through its Species at Risk program funded by Environment and Climate Change Canada.

Due to a lack of staff resources, the Conservancy is challenged to undertake climate change adaptation work such as wildfire prevention planning and implementation.

Mapping

The Islands Trust has access to several mapping layers relevant to climate action planning including:

- Sea level rise (some portions of the Trust Area)
- Wildfire vulnerability (some portions of the Trust Area)
- Eelgrass mapping (not suitable for bylaw development until Phase 2 completed)

In addition, Islands Trust has a conservation model in the GIS mapping system that could be used for protected area network planning for climate change adaptation purposes.

Grant funding

There are various grant programs available to fund climate action work. Some examples are below:

- Local Government Climate Action Program (Provincial)
    - Islands Trust expects to receive $38,000 in 2024/25 in provincial grant funding for climate change mitigation or adaptation initiative.

- Disaster Risk Reduction Climate Adaptation Program (UBCM) (up to $150,000) (next application deadlines in October 4, 2024 and March 28, 2025.)
    - In March 2023, Trust Council voted to approve Sunshine Coast Regional District applying for, receiving, and managing 2022 grant funding on behalf of the Islands Trust for development of a Coastal Flood Mapping.

  The intent of the DRR-CA funding stream is to support eligible applicants to reduce risks from future disasters due to natural hazards and climate-related risks through the development and implementation of:
    - Accurate foundational knowledge of the natural hazards they face and the risks associated with BC's changing climate
    - Effective strategies to prepare for, mitigate, and adapt to those risks.

  Islands Trust is eligible in two categories:
    - Category 1: Foundational activities (risk mapping, risk assessments, planning) (projects may include mapping, assessment and/or planning for private land, only with the land owners' consent.)
    - Category 2: Non-structural activities (land use planning, community education, purchase of eligible equipment)

  Note: Applicants must demonstrate engagement with First Nations and/or Indigenous organizations in advance of submitting the application and as part of the proposed project

- Active Transportation Network Planning Grant (via Provincial) Active Transportation Infrastructure Program (Islands Trust has been accepted for a $25,000 grant for the SSI Active Transportation Project but is trying to sort out matching funds).

  The Network Planning grant supports smaller communities in developing active transportation network plans to support active transportation for all ages and abilities

- Complete Communities (UBCM) (Salt Spring Island LTC has been accepted for a $150,000 project for a "Building a Complete Community for Salt Spring Island" project.

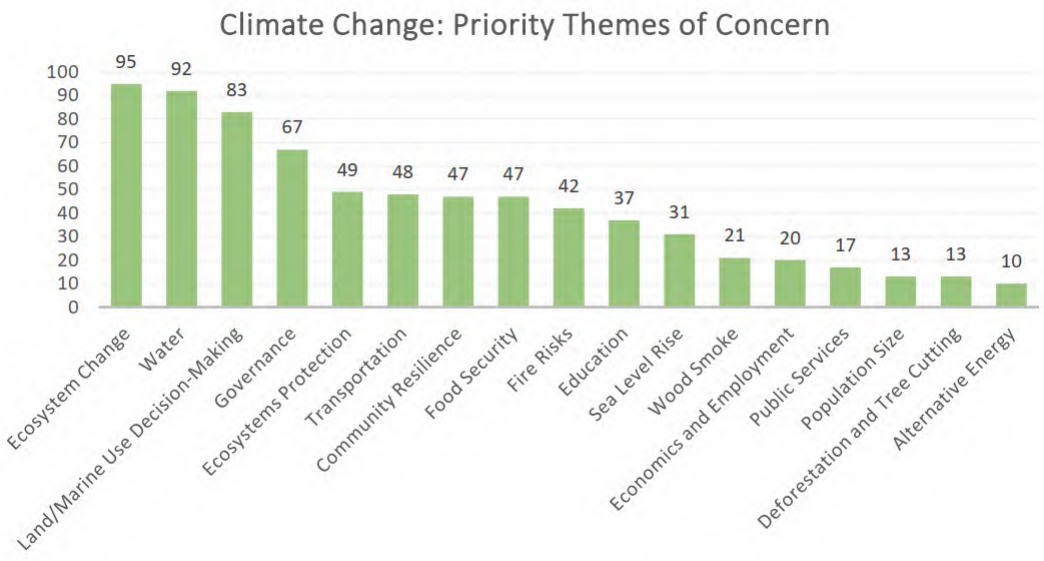
The Complete Communities program supports local governments and modern treaty First Nations in advancing identified community goals through the creation of more complete communities. The program supports communities in undertaking assessments to inform land use decision-making, considering housing need, supply, and location; providing transportation options including increased walkability; and making connections to infrastructure investment and servicing decisions.

Partnerships

- Conservation Decisions Lab at University of British Columbia (Trust Council has requested a data sharing agreement which will be arranged when staff capacity permits)
- Vancouver Island and Coastal Communities Climate Leadership Steering Committee (Trust Council is a member via Trustee Morrison).
- Regional Climate Adaptation Advisory Group (For local governments and First Nations) (Islands Trust does not have capacity to participate without backfill of the Senior Policy Advisor position).
    - January 2024 agenda topics included: drought planning presentation by Island Health; sea level rise assessment presentation by Malahat Nation; climate risk assessment presentation by the Municipality of North Cowichan; and hazard risk and vulnerability assessment presentation by Emergency Management Cowichan

Climate-related previous public engagement results via Islands 2050 project:

Phase 1 (2019): Islands Trust asked communities in the Islands Trust Area, "In the context of a changing climate, what are your concerns for the next 30 years? Result:



Phase 3 (2022): In final report about the engagement results, it was noted:

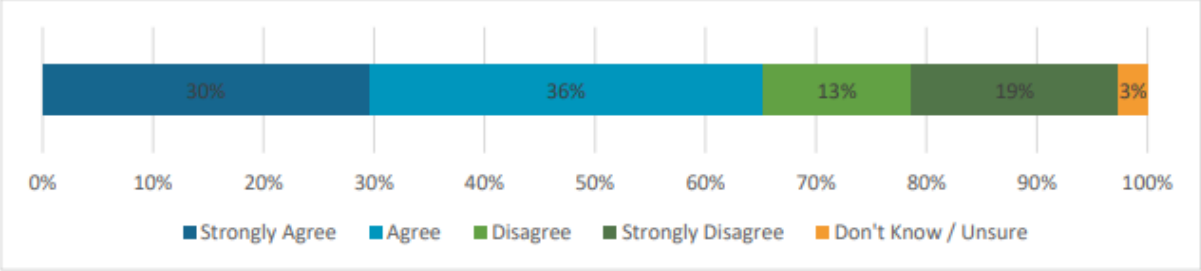
- Participants often mentioned the urgency of climate change. Respondents most often suggested that protection of the coastal and marine environment should be the priority as human activity and climate change are having significant impacts. Some noted they have seen visible changes to the foreshore and are worried about continued degradation.
- Respondents shared that agriculture on the islands is valuable, and contributes to food security and climate resiliency.
- Generally, a call to protect the environment was one of the most frequent themes mentioned. Respondents shared that the environment should be a priority over development which negatively

impacts the environment. Some noted climate change impacts and depletion of resources means that their current way of life on the islands is not sustainable.

- Many participants shared concerns that Islands Trust is expanding its mandate to include climate change, affordable housing, forestry, agriculture, community, and reconciliation. Many considered these new policy mandates to overlap with existing regulations by other levels of government and questioned whether Islands Trust staff would have the appropriate expertise or adequate capacity to implement the scope of these policy changes.

A survey result included:

A) The impacts of climate change on ecosystems should be identified and monitored through climate vulnerability assessments in each local planning area. (1014 Responses)



Analysis of correspondence received during the engagement revealed that:

- Many correspondents expressed they were pleased to see “Climate Change” incorporated into the Policy Statement.
- Many felt that climate adaptation, resilience, and mitigation strongly aligned with Islands Trust’s mandate to preserve and protect the environment and unique amenities.
- Many correspondents expressed the need to include a call to action for ecosystem and human survival: They believe that directives should speak to how precisely Islands Trust can play a role in, for example reducing greenhouse gas emissions or ensuring fresh water supply;
- Some correspondents questioned the ability of Islands Trust to enact climate action and questioned their jurisdictional ability to take concerted action;
- Correspondents highlighted the importance of climate change directives and a call to urgent action in policy, considering past and recent extreme weather and environmental events affecting social, cultural, and economic life on the islands:
- Many correspondents highlighted a wide range of examples of how climate change is affecting their lives. To name some examples, residents described extreme weather events such as the BC wildfires, drought, and the 2021 ‘heat dome’ that caused heat-related deaths;
- Others described slow onset effects of climate change, such as sea level rise and ocean acidification, significantly affecting small island communities;
- Many correspondents described the issue of fresh water supply and water insecurity;
- Some correspondents noted that there was no mention of wildfires and suggested including “fire smart” principles and forest fire management and responses in the Policy Statement
- Some correspondents used the term “climate emergency” to describe their experience of climate change. The need for urgent and swift action to mitigate ecological and human loss and ensure survival was a key theme.
- Several interrelated themes arose that intersected with climate change mitigation and resilience such as water access, forest and tree management, sustainable agriculture, human health and wellbeing, coastal and marine stewardship, and reconciliation.
- Some correspondents acknowledged the value of Indigenous knowledge systems and teachings as helpful contributors to climate mitigation and adaptation. They viewed reconciliation and meaningful and authentic relationship building with local First Nations and Indigenous peoples as part of the work towards ensuring sustainability and stewardship of the land.

Climate-related themes that emerged from previous First Nations engagements (Phases 1 and 2) during Islands 2050 engagement:

- Importance of preserving, protecting, and providing access to harvesting areas, culturally significant species, forests, and freshwater networks for First Nations members who wish to occupy and harvest from lands and waters in their territories
- Concern about impacts of climate change on surface and groundwater
- Encourage a Trust Council commitment to restrictions necessary to preserve and protect sensitive coastal and marine waters
- Desire for Trust Council commitment to the following UNDRIP Articles:

    - *18: Indigenous peoples have the right to participate in decision-making in matters which would affect 16 their rights, through representatives chosen by themselves in accordance with their own procedures, as well as to maintain and develop their own indigenous decision-making institutions*
    - *25: Indigenous peoples have the right to maintain and strengthen their distinctive spiritual relationship with their traditionally owned or otherwise occupied and used lands, territories, waters and coastal seas and other resources and to uphold their responsibilities to future generations in this regard*
    - *29.1: Indigenous peoples have the right to the conservation and protection of the environment and the productive capacity of their lands or territories and resources. States shall establish and implement assistance programmes for indigenous peoples for such conservation and protection, without discrimination.*
    - *32.1. Indigenous peoples have the right to determine and develop priorities and strategies for the development or use of their lands or territories and other resources.*

ATTACHMENT(S):

1. **Mitigation Tools from Climate Change Emergency Declaration Briefing provided to Trust Council in June 2019**
2. **Adaptation Tools from Climate Change Emergency Declaration Briefing provided to Trust Council in June 2019.**

FOLLOW-UP: Staff will follow-up as directed.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: Russ Hotsenpiller, CAO/February 20, 2024

Attachment 1: Mitigation Tools from Climate Change Emergency Declaration Briefing provided to Trust Council in June 2019 (not updated)

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.

Attachment 2: Adaptation Tools from Climate Change Emergency Declaration Briefing provided to Trust Council in June 2019 (not updated).

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.

ISLANDS TRUST CONSERVANCY

ISLANDS TRUST CONSERVANCY REPORT TO TRUST COUNCIL 4th Quarter 2023-2024

COMPLETED SINCE LAST REPORT (December 2023 – Early March 2024)	PLANNED FOR NEXT QUARTER (Late March – June 2024)
1. STRATEGIC PLANNING/ADMINISTRATION	
Continued to participate in transition to CityView application Recruited Species at Risk Program Coordinator Provided orientation and training for the newly filled Strategic Fund Development position and Species at Risk Program Coordinator Initiated recruitment for Conservation Technician summer co-op position Gradually reintegrated ITC Manager to the ITC team following a 7 week medical leave Conducted analysis of mapping and technical needs, challenges and strengths Prepared business solution options document for Board and then submitted business cases for increased property management capacity Planned Species at Risk program activities across multiple islands for 2024/25 fiscal year Updated species and ecosystems at risk data for internal use by planning and ITC staff	Launch CityView software for conservation proposals (applications) Participate in Contact Relationship Management software application transitions Complete Work Plan #2 (2024 – 2027) for ITC's *Regional Conservation Plan 2018-2027* Onboard summer Conservation Technician Submit annual report to Environment and Climate Change Canada for the Species at Risk Program Prepare for and participate in annual audit Approve project charter for 2026-2030 ITC Plan development and begin First Nations engagement
2. COVENANT AND PROPERTY ACQUISITIONS	
Responded to enquiries (Lasqueti and Thetis Island Local Trust Areas)	Continue negotiations on ~42 ha of land
3. COVENANT AND PROPERTY MANAGEMENT	
Management planning for two nature reserves (Link and Saturnina Islands) Reported to the ITC Board, covenant landholders, and co-covenant holders on outcomes of 2023 compliance monitoring (conservation covenants) Prepare 2024/25 service contracts for management activities on ITC protected areas	Work with First Nations to complete Archeological assessments for Link and Saturnina Islands Develop risk management policy for nature reserves Begin annual nature reserve monitoring site visits and annual compliance monitoring for conservation covenants

As of March 2024 the Islands Trust Conservancy protects 113 conservation properties, 34 nature reserves and 79 covenants (of which 27 have NAPTEP certificates)

3. COVENANT AND PROPERTY MANAGEMENT (Cont.)	
Completed field technology updates and annual monitoring process improvements Continued Western Screech-Owl surveys and wildlife tree inventory (Link and Thetis Islands) Continued Sharp-tailed Snake project (Salt Spring, North Pender, Thetis) Continued 2-year multi-Species at Risk project (Lasqueti) Developed plan for invasive shiny geranium control in one covenant (Salt Spring Island) Developed new and replacement signage for six covenants on Gabriola, North Pender, Salt Spring	Monitoring and maintenance activities in two Garry oak meadow restoration areas in one covenant (Sidney Island) Continue participation in the Sidney Island Ecological Restoration Project and the Capital Region Invasive Species Partnership Develop species-at-risk data sharing protocol for conservation covenants Work with GIS staff and contractor to configure Field Maps application for improved functionality
4. COMMUNICATIONS AND OUTREACH	
Released end-of-year highlight video Distributed end-of-year eNews to subscription list Promoted hiring of a summer co-op position at ITC Promoted the 2023 Impact Report Celebration planning for a NAPTEP covenant Worked with BC Kelp Resilience project team to prepare and publish research article on results of bull kelp resilience study	Publish the spring 2024 issue of the Heron Newsletter and eNews Prepare 2023/2024 Annual Report Support Strategic Fundraising with ongoing Will Power campaign Host celebration for NAPTEP covenant Social media management and engagement (ongoing)
5. FUNDRAISING AND CONSERVANCY SUPPORT	
Stewardship of donors and advisors (ongoing) Holiday cards sent to 110 donors and supporters Reported out to major donors Presentation to, and meeting with, The ReMax Real Estate Professionals group on Gabriola Island Completed securities donation process updates	Complete Tempest estate administration Ongoing stewardship of donors and advisors Update the 2022 Impact Report Will Power Campaign April Focus

As of March 2024 the Islands Trust Conservancy protects 113 conservation properties, 34 nature reserves and 79 covenants (of which 27 have NAPTEP certificates)

Islands Trust

Print Date: February 5, 2024

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 Mary Storzer	Rec'd: 21-Jun-2017 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 Gillian Nicol	Rec'd: 13-Aug-2020 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 Gillian Nicol	Rec'd: 20-Jun-2018 Target: 29-Mar-2024

Islands Trust

Print Date: February 5, 2024

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

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 12, 2024
From:	Trustees Mairead Boland, Sam Borthwick, Tobi Elliot, Kristina Evans, Sue Ellen Fast, Lisa Gauvreau and Tim Peterson	**Date Prepared:**	February 23, 2024

SUBJECT: **Improving Trustee Access to Agendas**

RECOMMENDATION: That Trust Council direct staff to prepare a report with options and recommendations for providing meeting agendas in HTML as well as PDF versions.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: Staff can prepare a report as suggested. An expected eScribe update in 2024 is expected to offer an opportunity to implement HTML agenda so this is a well-timed request.

---

1 **PURPOSE:** To share the thinking of the trustee working group regarding one aspect of improving access to key information; that of providing options for accessing agendas.

2 BACKGROUND:

The June 2023 Trust Council agenda pp. 227 - 228 contained an RFD item from Trustee Boland titled "Improved Information Access for Trustees". Trust Council passed the following motion:

> **That Trust Council direct staff to discuss, with interested Trustees, requirements and options and report back on possibilities and effort required to improve Trustee access to key documents.**

Seven Trustees volunteered to consider and share their thoughts (Boland, Borthwick, Elliot, Evans, Fast, Gauvreau and Peterson). They were joined by Legislative Services Manager David Marlor in a Zoom gathering on August 23 2023, and conversations took place after this at Trust Council in September and through email.

One specific need that emerged early on was to speed up downloading of agendas, and to reduce scrolling. As one Trustee wrote, "way past my bedtime. I have been scrolling and waiting for things to load all evening."

Trustee Fast explored this need, as a first step towards improving access to key information, by asking trustees to speed-test two versions of the same agenda, and by providing a quick scan of how other municipalities present them.

Trustee responses to agendas in HTML were very positive and none were negative. Offering agendas in both PDF format (one large document) and HTML format (links) appears to be the norm.

HTML is well-known to be much faster to access. An HTML version will treat the agenda package as a web page, and open it in a browser. It will never open up the full package, but you will be able to click the links to view any of the supporting reports and documentation. Size in megabytes is smaller, and number of pages to navigate and scroll through is fewer. HTML will reduce the problems associated with low bandwidth at some trustees' homes. Large agendas such as some Trust Council and Islands Trust Conservancy board agendas will not need to be split and posted in two parts. HTML is adaptive to mobile and flows into the screen available, so is easier to navigate on a cell phone as well. Many articles are available; here is a brief one: https://gds.blog.gov.uk/2018/07/16/why-gov-uk-content-should-be-published-inhtml-and-not-pdf/

Results: example Speed Test response from one Trustee

1. How many seconds until this PDF version opens? https://bowenisland.civicweb.net/document/294593/ **20 secs.**
2. How many seconds until you have read the one-sentence purpose in the staff report for item 8.1? **3-4 secs.**
3. How many seconds until this HTML version of the same opens? https://
4. bowenisland.civicweb.net/document/294594/ **4 secs.**
5. How many seconds until you have read the one-sentence purpose in the staff report for item 8.1 in this version? **0.5 secs.**
6. Time of day would be helpful (and date if not the same day). Nov 6, 3:46 pm
7. Impressions? **I love it. It's fast, nimble, light. Everything our dense agenda packages are not.**

Following up on a Trustees' question about what other municipalities/local governments do, a set of comparable communities from a Bowen agenda was used to create the table in Attachment 1. Out of 27 communities in the sample, 18 offered both versions, three offered HTML only, and six offered PDF only, as Islands Trust does today. Offering both PDF and HTML agendas appears to be the norm. If Trustees would like to compare agendas for Daajing Giids or Spallumcheen or Lake Cowichan, check out how long they take to load, and try them on your phone too.

Staff suggested during the zoom meeting that the Trust's software could perhaps provide both HTML and PDF agenda versions, once configured. It is unknown what resources or staff time would be required to make this change.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Will support good governance by improving trustees access to meeting agendas.

FINANCIAL: Unknown.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff will complete the required research and report back to Trust Council.

FIRST NATIONS: Improving access to agendas could assist First Nations that have slow internet connections to better access Islands Trust information.

OTHER: None.

4 RELEVANT POLICY(S): None.

5 ATTACHMENT(S): Table showing availability of PDF/HTML agendas of comparable communities

---

RESPONSE OPTIONS

Recommendation: That Trust Council direct staff to prepare a report with options and recommendations for providing meeting agendas in HTML as well as PDF versions.

Alternative: No action.

Prepared By: Trustee Sue Ellen Fast

Reviewed By/Date: Executive Committee/February 28, 2024

Attachment 1

Table showing availability of PDF/HTML agendas of comparable communities

Community	2021 Population	PDF Agendas	HTML Agendas	Source Webpage
Daajing Giids	4,447	X	X	https://houston.civicweb.net/filepro/documents/100486/
Rossland	4,140	X	X	https://rossland.civicweb.net/filepro/documents/26273/
Houston	3,052	X	X	https://houston.civicweb.net/filepro/documents/100486/
Grand Forks	4,112	X	X	https://www.grandforks.ca/council-agendas-and-minutes/
Armstrong	5,323	X	X	https://armstrong.civicweb.net/Portal/MeetingInformation.aspx?Org=Cal&Id=2480
Metchosin	5,067	X	X	https://www.metchosin.ca/council/council-meetings/agendas-minutes
Mackenzie	3,281	X	X	https://districtofmackenzie.ca/government-town-hall/council/council-meetings/
Golden	3,986	X	X	https://golden.civicweb.net/Portal/MeetingInformation.aspx?Org=Cal&Id=1254
Port Hardy	3,902	X	X	https://porthardy.civicweb.net/Portal/MeetingInformation.aspx?Org=Cal&Id=673
Oliver	5,094	X	X	https://pub-oliver.escribemeetings.com/
Bowen Island	4,256	X	X	https://bowenislandmunicipality.ca/our-government/council/council-meetings/
Osoyoos	5,556	X	X	https://www.osoyoos.ca/council/agendas-minutes-videos
Creston	5,583	X	X	https://www.creston.ca/meetings-agenda-and-minutes
Smithers	5,378	X	X	https://smithers.civicweb.net/filepro/documents/206712/

Duncan	5,047	X	X	https://duncan.civicweb.net/filepro/documents/176246/
Spallumcheen	5,307	X	X	https://spallumcheen.civicweb.net/Portal/MeetingInformation.aspx?Org=Cal&Id=336
Merritt	7,051	X	X	https://www.merritt.ca/agendas-minutes/
Sparwood	4,148	X	X	https://sparwood.civicweb.net/Portal/MeetingInformation.aspx?Org=Cal&Id=920
Lantzville	3,817	X		https://www.lantzville.ca/cms.asp?wpID=411&Yr=2023&Mnth=12&Dy=6&evID=2178
Cumberland	4,447	X		https://cumberland.ca/meetings/
Enderby	3,028	X		https://www.cityofenderby.com/mayor-council/agendas/
District of Kent/Agassiz	6,300	X		https://calendar.kentbc.ca/meetings/Detail/2023-12-11-1900-Council-Meeting/848d44e6-79b3-4348-9844-b0d200291614
Hope	6,686	X		https://www.hope.ca/p/minutes-agendas
Pemberton	3,407	X		https://www.pemberton.ca/government/council-meeting-information/agendas
Vanderhoof	4,346		X	https://vanderhoof.civicweb.net/filepro/documents/75592/
Invermere	3,917		X	https://invermere.civicweb.net/filepro/documents/32726/
Lake Cowichan	3,325		X	https://town.lakecowichan.bc.ca/dl/REG23-11-28.pdf
N=27		**24**	**21**	

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 March 2024

I REPRESENT Friends of the Gulf Islands Society
(Name of Organization if applicable)

AS Spokesperson
(Capacity/Office)

NAME OF PRESENTER or Alternate Maxine Leichter

ADDRESS [redacted]

TELEPHONE NO.(s) [redacted] E-MAIL [redacted]

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

attached

(If more space is required, please attach an additional page to this form.)

☐ I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.
☒ I am aware that the meeting and my presentation will be live streamed via the Islands Trust website and recorded.

*Please note personal information contained on this form is collected under the authority of the *Local Government Act* and is subject to the *Freedom of Information and Protection of Privacy Act*. The personal information will be used for contact purposes only. Enquiries about the use of information in this form can be directed to the Legislative Services Manager at information@islandstrust.bc.ca

Date: Feb 19, 2024 Signed: Maxine Leichter
(Signature of Applicant)

Info@friendsofthegulfislands.ca
https://www.friendsofthegulfislands.ca

Delegation from Friends of the Gulf Islands Society
Trust Council Meeting March 2024

I am speaking today on behalf of Friends of the Gulf Islands Society. We are dedicated to protecting the natural environment, surrounding waters and rural character of the Islands Trust Gulf Islands. We encourage the Islands Trust to fulfill its obligations under the Trust Act "to preserve and protect" the Trust islands during these times of increasing development pressures.

This delegation presents some new information for you and concerns with the Trust Council's new interpretation of the Trust Object, as reached in an in-camera meeting at the September 2023 Trust Council meeting. We object to the way the decision was made and to the content of the interpretation.

First, w**e object to the way this decision was made:** In September 2023, the Islands Trust met in a closed meeting and arrived at the new interpretation of phrase "unique amenities" that includes housing, livelihoods, infrastructure and tourism. Trustees (1/2 of whom were new trustees) were not provided with the 1986 report, *The Object of the Islands Trust: Renewing The Consensus*, that contains a definition of amenities. Therefore, the trustees did not have all the relevant information at hand.

We understand that in camera meetings are appropriate for discussing legal opinions and legal strategy. Once that is done, we see no reason why the trustees could not have opened the meeting to the public and discussed a new interpretation without making reference to any of the legal opinions.

Because the meeting was held in camera, the public cannot know how the interpretation was arrived at and if a vote was taken, or how their locally elected trustees voted on the matter. The Trust is considering upending decades of being primarily dedicated to protecting the natural environment, but the public does not know how they voted. Two trustees would not tell us how they voted.

The very essence of democracy is that the process of making a decision is open to the public so that those making the decision are held accountable for the decision they make.

We are stunned that Trust Council did not follow the basic democratic principle of accountability when considering and deciding on a new interpretation of the Trust Object. Further, the transparency principle was also denied to the Gulf Islands residents by the secrecy of the new interpretation process and to the Trustees themselves, by not letting them know about the Ministry of Municipal Affairs 1986 report. Our society is taking steps available to seek answers since the Islands Trust has not responded to any of our letters about this issue.

With regard to the content of the Trust Council's new interpretation of the Trust Mandate: Trustees are familiar with the mandate, so I will not repeat it now. The mandate and Trust Council's new interpretation are attached for the record.

We object to an interpretation of the mandate that includes housing, livelihoods, infrastructure and tourism because:

- It is not consistent with common English language usage. Housing, livelihoods, infrastructure and tourism cannot be unique amenities because they are not unique. Every municipality and regional district can provide these amenities.
- The interpretation is not consistent with the findings of the Ministry of Municipal Affairs 1986 Report entitled "*The Object of the Islands Trust: Renewing the Consensus, Position Paper # 1* that states:

"*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 supply situation (i.e. small watersheds, shallow soil and heavy reliance on groundwater sources);*
- *The self-sufficiency yet interdependence that island living entails*."

- The new interpretation is inconsistent with the 1994 Trust Policy Statement, that states the Islands Trust as "*having a special conservation-oriented responsibility - to preserve and protect the Trust Area and its unique amenities and environment."*
- The new interpretation includes services provided by regional districts and other levels of government, not the Islands Trust. The Islands Trust can, through its land use regulatory authority, facilitate such services subject to protecting natural ecosystems and the rural character of each island.
- Including a mere "*focus on preserving and protecting the environment"* leaves Local Trust Committees no different than any BC municipality or regional district and hence the special purpose of the Islands Trust is invalidated. This statement is an empty platitude with no priority or enforceability.

Why does this matter? We fear that this new interpretation will be used to justify changes the Trust Policy Statement to make legal and enforceable the removal of the unique and special purpose for which the Islands Trust was created, to protect the natural environment and rural character of these islands from over development.

What can be done? We urge you to take a vote today on this interpretation of the Trust Object. Let us see who supports this interpretation and who does not. Show us that this Trust Council believe that the democratic principles of accountability and transparency are alive and are not just empty words. Trustees, you were elected by the Gulf Islands residents expecting you will respect their capacity to understand reasonable decisions

Additional Concerns: As a conservation-oriented organization the trust should be considering. Province's flagship Biodiversity and Ecosystem Health Framework program. Also, we urge you to heed the letter from Minister Ravi Kahlon who reminded the Trust of its "existing infrastructure capacity issues" (particularly around water and waste disposal), the interests of local First Nations and the LTC's obligations under the Trust's "preserve and protect" mandate.

Attachment

The Object (purpose) of the Islands Trust as set out in section 3 of the Trust Act is:

"*to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia".*

At the September 2023 Trust Council meeting, you met in camera and later announced the following interpretation of "unique amenities":

" Trust Council's view is that unique amenities are broad-ranging and may include issues such as, but not limited to, housing, livelihoods, infrastructure and tourism. However, land use planning in the Trust Area must always include a focus on preserving and protecting the environment and communities of both local trust areas and the Trust Area generally and in a manner consistent with Reconciliation."

Islands Trust

APPLICATION FORM FOR DELEGATIONS TO ADDRESS ISLANDS TRUST COUNCIL OR A COUNCIL COMMITTEE

Overview

You may address Council (or a Council Committee) formally by: (a) presenting a petition or making a presentation as a delegation; or informally, by participating in (b) public comment sessions or (c) by correspondence. All correspondence, formal delegation presentations and petitions are treated as a public record.

Submissions

- Each delegation is required to complete this form and submit it to Islands Trust, along with any PowerPoint or video presentation that accompanies a delegation's written presentation by 4:30 pm at least 3 weeks prior to the meeting.
- If you miss this deadline, you may still submit this form; however, such requests will require approval by Executive Committee before the meeting or, 2/3 majority approval of Trust Council at the meeting.
- Each address shall be limited to 10 minutes unless a longer period is agreed to by approval of Executive Committee before the meeting or, of Trust Council at the meeting.
- *Application deadlines and approval requirements to address a Trust Council Committee may vary from the above. Contact* ExecAdmin@islandstrust.bc.ca *for guidance.*
- Rules governing delegations are outlined in the Islands Trust Council Meeting Procedures Bylaw 101.

All meetings are open to the public, are live streamed and recorded. Physical locations of the meeting are posted on the Islands Trust website.

Submit this form to ExecAdmin@islandstrust.bc.ca or mail to Islands Trust #200 – 1627 Fort St. Victoria B.C. V8R 1H8

I wish to address Islands Trust Council or Trust Council Council Committee

at the meeting of March 12-14, 2024

I REPRESENT Gulf Islands Alliance
(Name of Organization if applicable)

AS Board Member
(Capacity/Office)

NAME OF PRESENTER or Alternate Ian Peace

ADDRESS [redacted]

TELEPHONE NO.(s) [redacted] E-MAIL [redacted]

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

Speak to the ITC Statement on the "Scope and Meaning of Section 3 of the Islands Trust Act

The Gulf Islands Alliance (GIA) acknowledges and appreciates Trust Council' s January 18, 2024 publication that states unanimous support for the Islands Trust Object.GIA also appreciates the clarity expressed by the use of bold typeface. That is, Trust Council reached consensus on the Islands Trust Object o

(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: February 20, 2024 Signed: _____
(Signature of Applicant)

The Gulf Islands Alliance (GIA) acknowledges and appreciates Trust Council's January 18, 2024 publication that states unanimous support for the Islands Trust Object.

GIA also appreciates the clarity expressed by the use of bold typeface. That is, Trust Council reached consensus on the Islands Trust Object only.

After the consensus statement, there are three paragraphs of largely amorphous guidance and concepts about how Trust Council plans to determine decisions. These last three paragraphs should not be part of the Islands Trust Council Statement on the "Scope and Meaning of Section 3 of the Islands Trust Act (Object Clause)."

Had Trust Council debated the meaning and implementation of the Object in public then, their decisions about how housing is a unique amenity and that communities must be preserved and protected would carry more weight.

In other words, if Trustees believe they should more or less reverse the meaning of preserve and protect then, the motion, their debate and who voted for what should be on the record. This requirement for transparency aligns with Trust principles, "A guiding principle of the Islands Trust is that open, consultative public participation is vital to effective decision-making for the Trust Area."

In the meantime, existing documents describe what a unique amenity is with relative clarity. For example, in 1986, the Government of BC and Islands Trust Council agreed on 12 examples of what unique amenities and environment are. Notably, previous Trustees consider unique amenities and environment together. Here are a few examples that illustrate the meaning:

-almost a continuous tree cover and large undeveloped areas
-solitude, scenic beauty and a clean environment
-compact, marine-oriented settlements
-abundant and varied recreational opportunities accessible to adjacent urban centres
-a unique water supply situation (ie. Small watersheds, shallow soils and heavy reliance on groundwater sources

Islands Trust Council and the BC Government further agreed,

"Defining the unique amenities and environment of the Trust area is the focus of the Trust's program. Special areas such as the most outstanding beaches, the most significant landscapes featuring unusual grassland and wildflower areas or attractive open stands of Garry Oak, Arbutus or Douglas Fir, and intertidal and subtidal zones especially rich in a variety of marine life may be of National or Provincial importance and may require special attention (perhaps through preservation as a park or ecological reserve).

Areas such as smaller, attractive sand beaches, promontories providing superior views, and major bays providing protection for boats from open water are of regional or local significance and may warrant special zoning or regulation to avoid loss or disturbance. Residential, commercial or tourism development appropriate to the services and lifestyle of the islands can, in

this way, be steered to the most suitable areas.

A benefit must be sustained and long term, and must not be at the expense of the amenities or environment of the islands."

The above quotes from the seven-page Position Paper and the Position Paper itself serve as an exemplar of guidance about how Trustees should fulfill and implement the Trust Object. Trustees and the public deserve this caliber of guidance when determining land use outcomes.

The idea that a few paragraphs of text divined from a secret meeting could take precedence over about 40 years of open-governance is a non-starter.

REGIONAL DISTRICT OF NANAIMO

January 19, 2024

Re: Legislative Reform Initiative Update

Dear Local Government Colleagues:

On September 21, 2023, the Regional District of Nanaimo (RDN), Alberni-Clayoquot Regional District, Fraser Valley Regional District (City of Chilliwack), and Don Lidstone, K.C., hosted an interactive, discussion-based panel session (Legislative Reform Initiative) focused on reform of the *Local Government Act* (*LGA*) at the UBCM Annual Convention in Vancouver. While the lack of powers for regional districts in the *Act* was a major spark for this initiative, the session was intended for both municipal and regional district officials because many aspects of municipal operations are contained in the *LGA* and municipal issues with the *Act* have been the subject of numerous UBCM resolutions over the years. Similar workshops have been held previously at the Association of Vancouver Island and Coastal Communities' Annual Conventions in 2022 and 2023. Approximately 80-85 people attended the September 2023 UBCM session, indicating a broad interest in this evolving topic.

Concerns about the dated *Local Government Act* have been widespread for some time among local governments. Although the Ministry of Municipal Affairs has made significant incremental changes in the legislation over time, without a comprehensive modernization of the *LGA* regional districts are left without sufficient tools or authority to meet expanding responsibilities or to legislate in key areas in comparison with municipalities. Moreover, the evolving social, political, and economic environments that both municipalities and regional districts operate within, such as climate change, environmental stewardship, and a recognition of the importance of First Nations' participation in regional governance, should be reflected in updated and modernized legislation. A key component of our discussions is that any additional powers or tools granted to local government are opt-in so that local governments can choose to implement tools based on what is best for their area.

The goals of the September 2023 UBCM interactive panel session were:

- to provide context and background about the Legislative Reform Initiative
- to discuss whether to proceed with the Legislative Reform Initiative
- to discuss options for the best path forward to steer the process

Prior to the session, the Ministry of Municipal Affairs provided some background information and several questions to consider during the group's discussion. This material was useful and very much appreciated.

The RDN committed to sending UBCM members a "What We Heard" document summarizing discussion at the session and next steps. We are attaching that document to this letter for your information, as well as the material provided by the Ministry of Municipal Affairs that was considered as part of the September 2023 panel discussion at UBCM. In addition, we are attaching the slide deck presented at the UBCM session.

We encourage other local governments to participate in this important initiative. As indicated in the "What We Heard" document, the RDN is currently following up with UBCM on the possibility of requesting that the UBCM Executive form a working group on this topic. Having letters of support from local governments across the province would be helpful in demonstrating interest. Should you wish to send a letter of support, have any questions, or wish to share examples of legislative challenges stemming from the *Local Government Act,* please contact RDN Chief Administrative Officer Douglas Holmes at dholmes@rdn.bc.ca.

Sincerely,

Vanessa Craig
Chair, Regional District of Nanaimo

Encl.

Background and Discussion Questions

The Ministry of Municipal Affairs (MUNI) is committed to listening to local governments about their evolving needs and how the existing legislated framework accommodates new responsibilities and challenges. Much of the legislative agenda sponsored by MUNI in recent years has responded to critical local government needs uncovered as a result of the pandemic and in response to UBCM resolutions. The development of legislative change is a lengthy, complex, and resource intensive process. Therefore, it must be rooted in and supported by a clear gap in existing tools and authorities to fix an identified problem that the current legislation or other tools don't resolve. The mere desire for regional district (RD) legislation alone needs to be tested against a real need, with a clear path on policy development for the province to consider.

Government Priorities

The province has been clear in its priorities and focus on pressing issues of affordability and housing supply – allocating significant resources from both the Ministry of Housing and MUNI to initiatives in this space. That scarce allocation is determined by elected decision makers. The priority on affordability and housing supply also presents an opportunity and recognizes that issues of housing availability and affordability are not just urban issues – and that there is a role for regional approaches to support this work that may require new thinking of how RDs are better able to participate in solutions that will have direct implications for RD regulatory authorities.

In addition, MUNI along with other agencies and ministries, are working on other initiatives that have a direct impact on RD authorities, these include:

- The local government financial review working group, made up of staff from the province and UBCM, where work has been underway to review the local government finance system in B.C., analyzing the recommendations in the 2021 UBCM report, and discussing matters of mutual interest;

- Inclusive regional governance to explore First Nations' interests on RD boards (explore issues such as geographic implications/boundaries of the current RD system and alignment with First Nation territories, election mechanics, and service provision);

- Consideration of business licensing and enforcement authorities for RDs, as previously requested by RDs.

Discussion questions – Are there specific RD challenges and legislative concerns that align with the current provincial priorities? What are the clearly defined problem statements/lack of authority for RDs not already accommodated for?

Other Approaches and Tools

In the past, RD officials have expressed a range of concerns such as lack of regulatory authority – in some cases the authorities in question may exist or it may be facilitated through regulation (recent examples include fireworks and source separation regulations). Other identified concerns relate to some of the fundamental foundations of RD structures and principles – such as the principle that cost-recovery for services being matched with the beneficiaries of the service, or the unique ability of RDs to balance rural and urban interests. Any changes contemplated need to be evidence-based and targeted

and not be change for “a nice to have” versus a particular business or governance need for which a policy rationale exists and no other tools exist.

Discussion questions – given the inherent flexibility in the RD system, are there other tools or approaches that may address challenges that could support RDs in the absence of legislative changes?

Process for further engagement

Given the key and pressing priorities that the province is currently engaged on (e.g., housing and homelessness, climate change and emergency planning, health, and the opioid crisis) there are practical considerations about how the local government system (including municipalities and RDs) will partner and collaborate with the province to address these issues. MUNI remains committed to understanding the broad views and perspectives of local government officials (both regional and municipal) across BC on the issues facing their regions and communities including the need for legislative change. We will take under consideration the results of this session.

Discussion questions – Have inclusive, broad meaningful conversations about RD outcomes and authorities occurred across all RDs? And have those been shared with MUNI? How will RDs organize themselves to ensure that all voices will be heard?

LEGISLATIVE REFORM INITIATIVE: NEXT STEPS
UBCM ANNUAL CONVENTION, September 21, 2023
Summary of Session and What We Heard

SUMMARY OF SESSION

On September 21, 2023, the Regional District of Nanaimo, Fraser Valley Regional District (City of Chilliwack), Alberni-Clayoquot Regional District, and Don Lidstone, K.C., hosted an interactive, discussion-based session on legislative reform. The session was intended for both municipal officials as well as regional district officials because many aspects of municipal operations are contained in the *Local Government Act*.

The goals of the session were:

- to provide context and background about the Legislative Reform Initiative
- to discuss whether to proceed with the Legislative Reform Initiative
- to discuss options for the best path forward to steer the process

The Ministry of Municipal Affairs provided background and several questions to consider during the group's discussion (Attachment 1).

Approximately 80-85 people attended the session, indicating a broad interest in this evolving topic.

Concerns with the dated *Local Government Act* include restrictions on taxation and revenue sources, complexities in establishing services, and the lack of provisions in comparison with Section 8 of the *Community Charter* which gives municipalities powers to regulate, prohibit, and impose requirements by bylaw without provincial approval or establishing bylaws. Regional districts are limited in their legislative authority in comparison with municipalities in several key areas such as business licensing authority (which the province is now addressing as part of its efforts around short-term rental housing), subdivision approval, regulation of fireworks discharge, parking enforcement, tree management, and taxation and funding models. Further, social, political, and economic environments that local governments operate within continue to evolve in areas such as climate change, environmental stewardship, and a recognition of the importance of First Nations' participation in regional governance. These realities should be reflected in a modernized legislative framework.

During the session, Slido polls were used to conduct two "straw polls" of the participants, on these questions: 1) whether or not to proceed with the Legislative Reform Initiative, and 2) whether a UBCM working group or a joint local government project is the best path forward to steer the process.

The majority of participants indicated support for the Legislative Reform Initiative, and indicated their preference would be for a UBCM working group to steer the initiative. These polls were conducted to gain a sense of the sentiments of the session participants only, and are not assumed to represent the views of the UBCM membership as a whole.

WHAT WE HEARD

WHY A COMPREHENSIVE MODERNIZATION EFFORT IS NEEDED

- The Ministry of Municipal Affairs has made important incremental changes in the legislation over time, but a more comprehensive modernization project is needed.
- Extensive downloading of responsibilities from the Province to local governments has exacerbated the problems local governments face; outdated legislation prevents local governments from addressing these issues effectively.
- Over 90% of the province is rural and is not under the *Community Charter;* these areas should not be governed by legislation that was drafted in 1966.
- Regional districts and municipalities have restricted powers where they have delegated authority only, are not constitutionally protected, and have few tools or resources to address local problems.
- Particular challenges with the *Local Government Act* (LGA) raised by participants at this session:
    - responding effectively to emergencies and natural disasters
    - taking measures to mitigate the effects of climate change
    - dealing with old infrastructure and the ability to fund these projects solely through property taxes
    - population growth and migration from cities during the pandemic is rapidly changing the character of rural areas; incoming residents have higher expectations for services
    - incorporation should not be the only other governance option for rural areas; there should be an intermediate step available
    - Electoral Areas lack power and resources
    - business licensing authority[1] and subdivision approval are difficult for regional districts
    - small municipalities and regional districts are unable to fund necessary projects costing millions, such as recycling, dikes, etc., to continue to provide the quality of life that residents cherish in these communities.

CONSIDERATIONS FOR PURSUING LEGISLATIVE REFORM RAISED AT THIS SESSION

- The background and questions provided by the Ministry of Municipal Affairs were very helpful in this discussion.
- Need to identify and list specific, concrete, local community issues and distill them from a 10,000-foot level to provide the Ministry of Municipal Affairs with evidence for the need to modernize the *Local Government Act.*
- Legislative reform should be viewed as supporting the Province, not in conflict with the Province.
- The Ministry of Municipal Affairs should be involved from day one.
- The Ministry should provide funding for this initiative's research and policy work, as they have done for the Northwest Benefits Alliance.

[1] The Province is addressing this as part of its efforts around short term rental housing. Amendments to the *Local Government Act* allow Regional Districts to regulate and licence short-term rentals and other businesses in similar ways to municipalities see link

- What is working well in the legislation should be left as is.
- If legislative reform is successful in providing new powers and tools for local governments, that does not mean all local governments must use them.
- Islands Trust has an even smaller toolbox than municipalities and regional districts.
- Metro Vancouver has excellent models and best practices, especially in the area of climate change; we can borrow good ideas.
- Local governments need a legislative framework that recognizes the importance of, and facilitates working together with, First Nations in a respectful, effective, and inclusive manner.
- When First Nations participate at the Board level, it changes the conversation and the votes. Local governments often are not well informed regarding Indigenous rights and title.
- The inclusive governance goals in UNDRIP legislation and provincial action plans can be reinforced and worked on concurrently with the Legislative Reform Initiative.
- Need to consider 7 generations into future when modernizing the LGA.
- Planning and land use issues should not be included in this initiative.
- Several participants stressed the need to draft a new charter rather than revise portions of the LGA in a continuation of the "band aid" approach.
- Area associations of UBCM should be included in the conversation.
- A retired CAO or Chair could be a primary resource person for this project, conducting research and policy work and keeping the project on track.

DECIDING WHETHER TO PROCEED WITH THE LEGISLATIVE REFORM INITIATIVE

- Slido poll #1: Is there an interest in proceeding with the Legislative Reform Initiative? (96% yes, 4% no)

OPTIONS FOR STEERING AND MANAGING THE LEGISLATIVE REFORM INITIATIVE

Option 1: UBCM Executive could form a working group on legislative reform, comprised of representatives from municipalities, regional districts, First Nations, UBCM, and ministerial staff

Option 2: This could be structured as a joint local government project, with local governments contributing funding to form a working group on legislative reform, comprised of representatives from municipalities, regional districts, First Nations, UBCM, and ministerial staff

Considerations for Option 1:

Pros:

- UBCM has an efficient network, broad reach, consistency, research capacity, and impact with the province.
- UBCM can be representative.
- UBCM has already been doing some work on legislative reform, and has experience.
- UBCM can allocate resources if legislative reform is identified as a priority.
- Reporting back will happen at UBCM.

Cons:

- Last UBCM working group report in 2010 did not meet expectations.
- Some uncertainty on the part of some participants as to how a UBCM working group functions.
- A UBCM working group may be more distant from local governments than is ideal.

Considerations for Option 2:

Pros:

- May insulate the project from getting sidetracked, if the Province does not assist with resources for UBCM.
- With a group of passionate people committed to working together on the project, the Legislative Reform Initiative may not need UBCM.

Cons:

- Challenges with resources and capacity: initiative will require significant buy-in and continued long-term commitment from local governments in terms of funding and staff time.
- Difficult to achieve forward momentum "off the side of the desk".
- The complex coordination required for the project will be a challenge.

➢ Slido poll #2:

- Option 1: UBCM Executive forming a working group (85% in favour)
- Option 2: Joint local government project (15% in favour)

NEXT STEPS

- A "What We Heard" document summarizing the session will be distributed to UBCM members.
- It is noted that although there was significant enthusiasm for the initiative, including from areas outside the AVICC region, some representatives indicated they would like additional information on the initiative.

UPDATE: December 2023

Following the UBCM Annual Convention, Douglas Holmes, CAO of the Regional District of Nanaimo had the opportunity to discuss the Legislative Reform Initiative and the September 21, 2023, interactive panel session with Gary MacIsaac, Executive Director, UBCM. Mr. MacIsaac is in the process of seeking direction on this matter from the President's Committee.

Attachment 1: Ministry of Municipal Affairs background and discussion questions

Legislative Reform Initiative: Next Steps

To log into Slido for this session:

Join at slido.com
Enter code: #UBCM1

In Slido, please tell us where you are from and whether you are an EA Director or from a municipality.

Agenda

2:30-2:40 Welcome/introductions/objectives of session

2:40-3:40 Legislative Reform Initiative: A Summary

- Context and background
- Challenges with the Local Government Act
- 20 years of resolutions: a quick review
- Actions taken on this initiative
- Themes from previous sessions and discussions
- Priorities identified in previous discussions
- Background and questions from Ministry of Municipal Affairs
- Reflections from the panel and discussion
- Decision: Is there an interest in proceeding with the leg reform initiative?

3:40-4:20 Options for steering and managing the legislative reform initiative

- UBCM working group
- Joint local government project
- Other ideas
- Decision: decide the best path forward to manage the initiative

4:20-4:30 Conclusion/wrap up

Welcome and Introductions

- **Vanessa Craig**, Chair, Regional District of Nanaimo
- **John Jack**, Chair, Alberni-Clayoquot Regional District; Chief, Huu-ay-aht First Nation
- **Jason Lum**, Chair, Fraser Valley Regional District; Council Member, City of Chilliwack
- **Don Lidstone**, K.C., Managing Partner, Lidstone & Company

Objective of Today's Session

- Provide context and background about the Legislative Reform Initiative
- Decide whether to proceed with the Legislative Reform Initiative
- Decide the best path forward to steer the process

Legislative Reform Initiative: Context and Background

- Community Charter replaced Municipal Act 2003
  - Excellent piece of municipal legislation in Canada

- Local Government Act (LGA) created in 1966
  - Not overhauled in early 2000s as planned

- Comprehensive modernization of LGA has not been done
  - Accountabilities of RDs continuing to increase
  - RDs lack tools and authority to meet expanded responsibilities
  - Many aspects of municipal operations that need updating are in the LGA (planning)

Challenges with the Local Government Act

- Limits on legislative authority no longer supported by policy rationales
- Demographics/population growth/increased development/sparsely populated areas
- Business licensing, subdivisions, fireworks, parking, tree management
- Is such a distinction between authority of regional districts and municipalities still supportable?
- Revenue generation, models of taxation, funding for services – lack of flexibility in current paradigm

Challenges with the LGA (continued)

- Establishing services to optimize scale, cost distribution, fair participation
- Urban/rural friction
- Social, political, economic values have shifted significantly since legislation was drafted
- *The Province has implemented incremental legislative change over time - which is welcome and beneficial - but it is time for a comprehensive review and update.

20 Years of Resolutions: A Quick Review

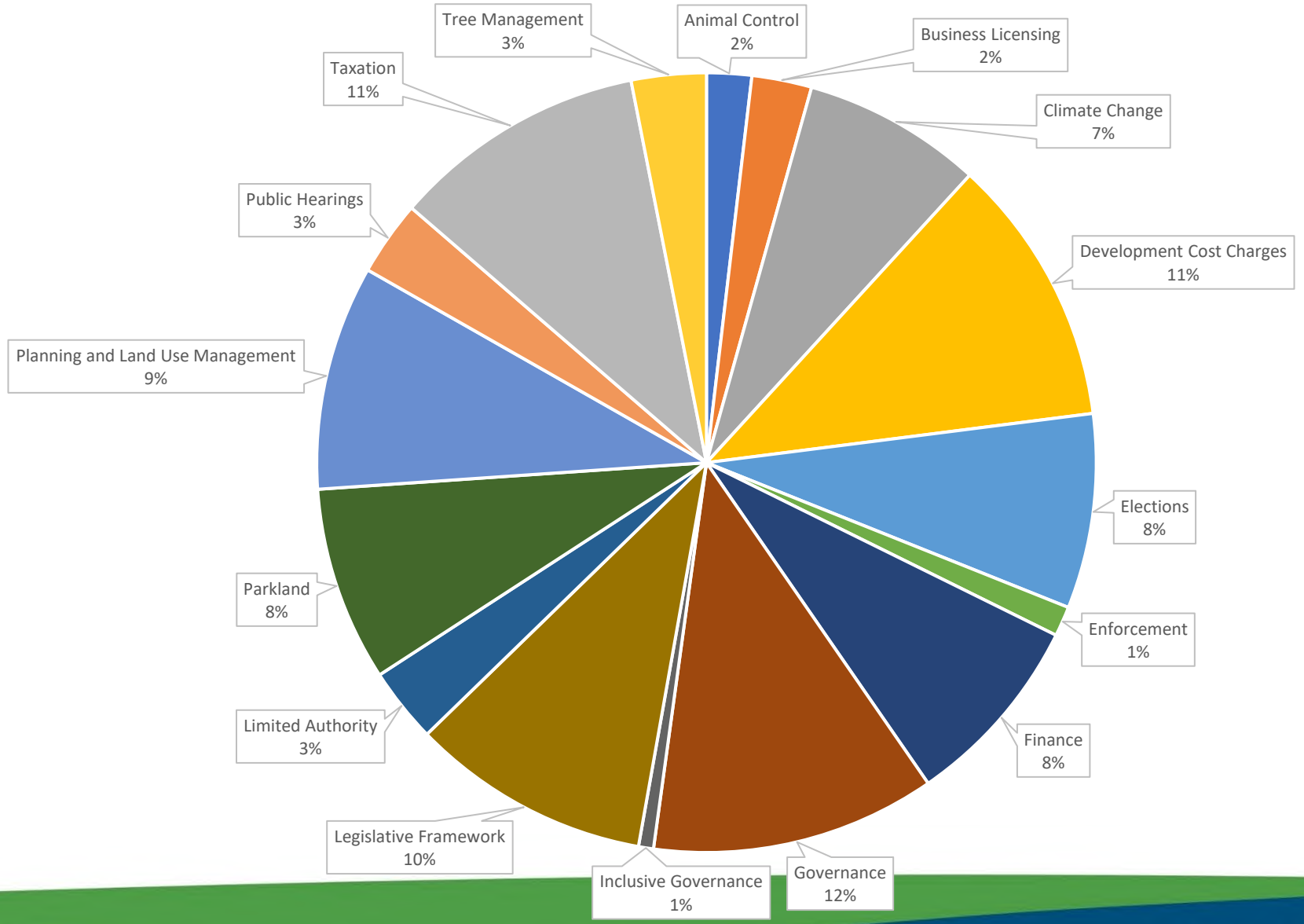
- From 2003 to 2022, 161 endorsed resolutions specifically mentioned amending the Local Government Act. 34% were sponsored by regional districts. The rest are from municipalities.

- An additional 71 resolutions requesting an LGA amendment were submitted to UBCM for consideration and were either not endorsed or not admitted for debate.

- Of the 161 endorsed resolutions, three have called specifically for modernization of the LGA and one has called for the creation of a Regional District Charter.

- The 5 most common themes are:
  - Governance
  - Development Cost Charges
  - Taxation
  - Legislative framework
  - Planning and land use management

Resolutions At a Glance



Actions Taken on this Initiative

- **April 2021 –** RDN initially presented this topic to Chair/CAO Forum for preliminary discussion

- **June 2021** – RDN and Don Lidstone hosted a half-day session with BC Chairs and CAOs to explore a collaborative effort to modernize the LGA

- **April 2022** - AVICC convention – RDN, ACRD and Don Lidstone hosted a 2-hour workshop with local governments to hear about areas needing reform, and to build support for interjurisdictional collaboration

- **September 2022** - RDN submitted resolution, endorsed by UBCM, proposing that UBCM work with Ministry and local government on this initiative

Actions Taken on this Initiative, cont'd

- **September 2022 –** RDN and ACRD met with former Minister of Municipal Affairs Nathan Cullen to discuss moving project forward

- **March 2023** - Provincial response to RDN 2022 UBCM resolution on legislative reform received:
  - "The current framework mostly works well"
  - RDs can be innovative, creative in targeting issues
  - RDs should work with Ministry for tailored regulations
  - New tools/authorities must be based on a clear analysis
  - Consensus is needed for system-wide change
  - January 2022 "MOU on Local Government Financial Resiliency" (UBCM/Province) establishes a working group to review challenges

Actions Taken on this Initiative, cont'd

- **March 2023** – RDN again presented on this initiative to CAO Forum and Chairs/CAOs Forum to gather ideas and specific examples

- **April 2023 -** RDN, ACRD and Don Lidstone hosted a second panel session at the 2023 AVICC Convention in Nanaimo, building on ideas from 2022 AVICC workshop and seeking guidance on how to move the project forward

- **September 2023** – UBCM Convention (Vancouver), RDN, ACRD, City of Chilliwack, and Don Lidstone hosting a third panel session, building on ideas from the April 2022 and April 2023 AVICC sessions, and seeking guidance on next steps, process and timeline, and priorities to be addressed

Themes from Previous Sessions and Discussions

- UBCM may be the most effective avenue for shepherding this initiative
- First Nations must be invited to be part of modernizing exercise
- A new legislative scheme should contemplate seven generations into the future; establish a framework responsive to future societal changes
- “Be careful what you wish for”: more authority may require more resources
- Ensure core task of modernizing legislation is not sidetracked by other issues
- RDs need more flexibility with revenue sources.
- Municipalities have authority to use fees to shape behaviour.

Themes from Previous Sessions and Discussions, cont'd

- Community amenity contributions should be addressed as part of this initiative
- Consultation with Boards, First Nations, stakeholders, developers, owners, citizens, Province is key
- Identify specific, concrete, local community issues to build ongoing grassroots pressure on local politicians
- Planning and land-use issues should not be included in this initiative
- Connect issues to ministerial mandates
- Capacity and resourcing (financial and staff time) will be major challenges for moving project forward

Priorities to Be Addressed: Ideas from March 2023 Chair/CAO Forum

- Legislative Powers
  - Clarify respective powers of Mayor and Council
  - Amending legislation that provides the ALC with powers to supersede the OCP and RGS
  - Give local governments time to make those changes within the land use plan in the OCP and RGS
- Weighted Voting Structure
  - EA Directors outvoted by municipalities (Planning and Land Use Management)
  - Unfair voting practices on RD assets/service establishment bylaws and their taxation with limited and ineffective representation

Priorities to Be Addressed: Ideas from March 2023 Chair/CAO Forum, cont'd

- Subdivision Approval
  - Maximum build-out to water availability to ensure sustainability. Water consumption needs to be met by raw water source without affecting other current infrastructure, forced to create potable water service
- Inclusive Governance
- Revenue Alternatives
  - Sales tax revenue alternatives, competing for grant funding
  - Ability to have additional revenue streams
  - Additional tools to meet residents' quality-of-life expectations

Priorities to Be Addressed:
Ideas from March 2023 Chair/CAO Forum, cont'd

- Long-term Borrowing
  - For regulated infrastructure (water treatment) and essential services (sewer where there are health and/or environmental issues). Not requiring AAPs/referendums.
- Service Establishment – reduce complexity
- Business Licensing – enable RDs to have licensing
- Bylaw Enforcement – declared nuisances

Background and Questions from Ministry of Municipal Affairs

- Legislative reform is a resource-intensive process
- Need to demonstrate a clear gap in tools and authorities
- Must show a real need and a clear path
- Must be evidence-based and targeted
- Consider options other than legislative reform
- Provincial priority on affordability and housing supply presents urban/regional opportunities to participate in solutions

Background and Questions from Ministry of Municipal Affairs, cont'd

- Province has several other initiatives that impact regional district authorities (e.g., inclusive governance study, financial review working group, consideration of business licensing)
- Demonstrate how local government challenges align with provincial priorities
- Local government needs an effective process to organize this project and to enable broad, inclusive and meaningful consultation

Questions for Consideration from Ministry of Municipal Affairs

- Are there specific RD challenges and legislative concerns that align with the current provincial priorities? What are the clearly defined problem statements/lack of authority for RDs not already accommodated for?
- Given the inherent flexibility in the RD system, are there other tools or approaches that may address challenges that could support RDs in the absence of legislative changes?
- Have inclusive, broad, meaningful conversations about RD outcomes and authorities occurred across all RDs? And have those been shared with MUNI? How will RDs organize themselves to ensure that all voices will be heard?

Reflections from the Panel

Why this initiative is important…

Slido Poll:
Is there an interest in proceeding with a legislative reform initiative?

YES

NO

Discussion: Options for Next Steps

- What process would be most effective to steer and manage this initiative?
  - UBCM working group
  - Joint local government-led project

A Refresher: Process Suggested at April 2023 AVICC Workshop

Option 1: UBCM Working Group

UBCM to manage this initiative; establish working group to steer the legislative review process:

- Working group comprised of reps from municipalities, regional districts, First Nations, UBCM, ministerial staff
- Research and policy work on the framework/approach to reviewing and modernizing the LGA
- Report back to UBCM membership in 2024 (if there is a resolution from the floor in 2023) or in 2025 (if resolution is submitted in 2024)
- Discuss pros and cons of this option (unified, centralized, broad reach, consistency, mechanisms in place)

Alternative Process To Consider

Option 2: Joint Local Government Project

Local governments could contribute funding to establish a working group to oversee the legislative review process.

- Working group possibly comprised of reps from municipalities, regional districts, First Nations, UBCM, ministerial staff
- Undertake research and policy work on the framework and approach to reviewing and modernizing the LGA
- Report back to UBCM membership? Local governments?
- Discuss pros and cons of this option (challenges with capacity, resources, complex coordination)

Slido Poll: Choose One Option

- Option 1: The Legislative Reform Initiative should be steered and managed by a UBCM Working Group.
- Option 2: The Legislative Reform Initiative should be steered and managed as a joint local government project.
- Option 3:

Conclusion and Wrap Up

- Action(s) depending upon results of today's polls
- RDN staff will follow up with a "What We Heard" document

Thank you!

From: [redacted]>
Sent: Monday, February 5, 2024 1:21 PM
To: Executive Admin <execadmin@islandstrust.bc.ca>
Subject: trust mandate

Good Afternoon,

I understand that at the September 2023 council meeting there was a reinterpretation of the trust mandate.

I would like to suggest, insist even, that the trustee votes be transparent. We put our , well ,trust , in these people to preserve and protect out islands.

Yes, there is a need for housing but please realize; the need is infinite but the islands are finite. Once we go over the tipping point for environmental sustainability, there is NO going back! This is nothing you don't know and are likely tired of hearing about.

So, I urge you to reexamine the original mandate of Preserve and Protect and ask yourselves; as our representatives; are you living up to that promise?

Sincerely,

Melinda Wilde

From: E Kelly <[redacted]>
Sent: Tuesday, February 6, 2024 9:16 AM
To: Executive Admin
Subject: Gabriola

Follow Up Flag: Follow up
Flag Status: Completed

As a home owner and tax payer of Gabriola Island I believe all Island Trust meetings and votes be public knowledge.
Island Trust must be transparent.
Regards,
Elke & Charlie Kelly
[redacted]

From: Vanessa Poster <[redacted]>
Sent: Thursday, February 8, 2024 12:20 PM
To: Executive Admin <execadmin@islandstrust.bc.ca>
Subject: Protect the Gulf Islands. It's your job!

I am not a resident of the Gulf Islands and yet, I value their unique environmental purpose for the planet. I am extremely disappointed that, in a closed meeting, you would decide to reinterpret your mandate to prioritize anything over the environmental protection of a unique habitat. This is not an appropriate use of a closed meeting, nor in keeping with the charter you were elected to protect.

Protecting the gulf islands is not just important to local residents, but to the planet.

--Vanessa Poster

[redacted]

[redacted], CA. [redacted]

From: Gary Bywater <[redacted]>
Sent: Thursday, February 15, 2024 3:18 PM
To: Executive Admin
Subject: Secret change to the trust act

Follow Up Flag: Follow up
Flag Status: Completed

We are saddened to be sending you this email about the choices Trust Council is making . Trust Council chose in September 2023 to use an in camera meeting to reinterpret the original object of the Islands Trust . Trustees voted to alter the Act by including housing , livelihoods , infrastructure and tourism as "unique amenities."

The original Trust Act required protection of the " Islands environment and unique amenities". Housing , infrastructure , jobs and tourism are in no way unique amenities ....they exist in all communities . On Saltspring they are managed and or funded by Regional Districts and the Province .This sly change to the act is in no way reflective of the Island Trust Act of 1974 and undoes it's intent . This change in the act at a time when we are all living the impacts of climate change is a step backwards . All governments should be putting environment first in their decision making process in an effort to undo the damage we have done to the planet we depend on for our very existence.

Trust Council misused the tool of an in camera meeting to reinterpret the Trust Act and avoid any form of consultation with the community. We ask that the vote be made public so that we can know the intent of the candidates we vote for.

Respectfully Gary and Sharon Bywater
[redacted]
SSI ,B.C.
[redacted]

BRIEFING

To:	Executive Committee	**For the Meeting of:**	February 28, 2024
From:	Trust Area Services	**Date Prepared:**	February 21, 2024

SUBJECT: Islands Trust 50th Anniversary logo

PURPOSE: To provide Executive Committee the Islands Trust 50th anniversary logo, which will be used during 2024 to celebrate the Islands Trust 50th anniversary.

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. The occasion was marked by an event showcasing local foods from the islands with culinary creations prepared by island chefs. The evening featured a gourmet dinner, followed by an island-themed desserts bar, then a live auction of unique island offerings hosted by raconteur extraordinaire Arthur Black. Proceeds from the auction were donated to the Islands Trust Conservancy's Opportunity Fund.

As far as staff are aware, the Trust did not mark the 40th anniversary in any particular way.

Celebrating the 50th anniversary of Islands Trust is a significant milestone, and as such the anniversary logo will be used throughout the organization on the website, social media platforms, email signatures and on reports created during 2024.

1. IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: This logo will be used throughout the organization and will require staff time to update the website, social media platforms, email signatures and other templates.

FINANCIAL: The cost for creation of a logo was approved by Trust Council, and forms part of the overall communications budget for 2023/24.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Upon Executive Committee's approval, staff will begin to implement the logo on the website, social media platforms, email signatures and other templates.

FIRST NATIONS: None.

OTHER: None.

2. RELEVANT POLICY(S):

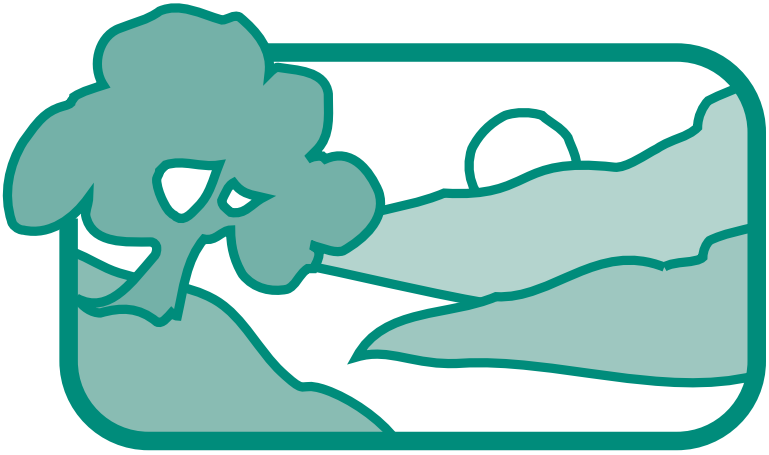
Trust Council Communications Policy (6.10. ii), and Executive Committee Terms of Reference.

3. **ATTACHMENT(S):** Draft Islands Trust 50th anniversary logo.

FOLLOW-UP: Staff will implement as described.

Prepared By: Morgana van Niekerk, A/ Communications Specialist

Reviewed By/Date: Clare Frater, Director, Trust Area Services/ February 21, 2024
Russ Hotsenpiller, CAO, February 21, 2024



Islands Trust

CELEBRATING 50 YEARS

BRIEFING

To:	**Executive Committee**	**For the Meeting of:**	December 20, 2023
From:	**Trust Area Services**	**Date Prepared:**	December 14, 2023
SUBJECT:	Advocacy for provincial assistance re heritage protection		

PURPOSE: To support an Executive Committee discussion about advocacy regarding cultural heritage protection.

BACKGROUND:

At its October 26,′ 2023 meeting, the Gabriola Island Local Trust Committee passed the following resolution:

> ***that the Gabriola Local Trust Committee draft a letter to formally request the Provincial and Federal governments' support and direction to aid the Gabriola Local Trust Committee in preserving and protecting Indigenous cultural heritage sites that may be at risk due to impacts of development. In the absence of clear legislation and guidelines to support local governments' obligations to international, national and provincial frameworks, interim guidance and direction from the Province would be welcome, to ensure the Islands Trust can fulfill its obligations and duties to the preservation and protection of sacred cultural heritage sites.***

The Gabriola Island Local Trust Committee also passed the following resolution:

> ***that the Chair of the Gabriola Island Local Trust Committee work with staff to write to seek support from Snuneymuxw First Nation and to understand if there would be interest in working on a joint call to the Provincial and Federal government to request support and direction to aid the Gabriola Local Trust Committee in preserving and protecting Indigenous cultural heritage sites that may be at risk due to impacts of development.***

The Islands Trust Advocacy Policy (6.10.iii) guides advocacy. Notably its sets out the following:

- B4. Islands Trust bodies will ensure that their advocacy positions consider the roles and needs of all other bodies of the Islands Trust. When practical, Islands Trust bodies will coordinate their advocacy efforts through the Executive Committee so that related issues can be advanced strategically, in the context of Trust Council's Strategic Plan.
- B5. When making decisions about new advocacy positions and actions, Islands Trust bodies will base those decisions on research, such as: a) a review of related past Trust Council and Executive Committee decisions and actions; b) consistency with the Islands Trust Policy Statement; c) consistency with Official Community Plan policies; d) relevant evidence; e) contextual information; f) an assessment of partnership opportunities; g)

implications of proceeding or not proceeding with certain courses of action; and h) potential workload implications for staff and trustees

- C11. Local trust committees may, by resolution, undertake advocacy *on land use issues specific to their local trust area and consistent with the official community plan* after considering whether the position may fetter their discretion on current or future land use planning decisions.
- C3. Executive Committee members encourage a coordinated approach to advocacy and external liaison as part of their appointment to local trust committees and the Islands Trust Conservancy Board.
- C5. The Executive Committee directs individual advocacy actions in accordance with the advocacy direction set by Trust Council through resolutions and the Strategic Plan.

In accordance with the policy, an advocacy letter such as one requested by the Gabriola Island Local Trust Committee that is not about a local land use matter that is requesting legislative change or requesting provincial support should be from Executive Committee or Islands Trust Council.

Advocacy is most successful when there is a specific, researched request that is achievable. In this circumstance the request could be researched and then re-framed such as:

1) That Minister of Municipal Affairs request that the next Declaration on Rights of Indigenous Peoples Action Plan include changes to the Local Government Act, Community Charter and/or Islands Trust Act to achieve XXX

2) That the Ministry of Municipal Affairs provide a mediator to assist with resolving a dispute concerning XXXX

3) That the Ministry of Municipal Affairs provide guidance on involving First Nations in non-discretionary land use decisions such as development permit applications in culturally significant areas.

Topic such as these that affect many local governments and First Nations would benefit from a more fulsome advocacy campaign that includes collaboration with local governments and First Nations, a session at AVICC or UBCM, and/or research into potential options that would refine the request. However, at this time, there are insufficient staff resources available to support all but very simple advocacy letters. The Senior Policy Advisor position is almost exclusively focused on the Policy Statement Amendment Project so, without backfill of the position, there is little time available for the position's regular duties such as advocacy.

ATTACHMENT(S): None.

FOLLOW-UP: Staff will follow-up as directed.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: Russ Hotsenpiller, CAO/December 14, 2023

BRIEFING

To:	**Executive Committee**	**For the Meeting of:**	February 28, 2024
From:	**Trust Area Services**	**Date Prepared:**	January 22, 2024
SUBJECT:	Advocacy for provincial assistance re heritage protection		

PURPOSE: To support an Executive Committee discussion about advocacy regarding cultural heritage protection.

BACKGROUND:

At its December 20, 2023 meeting the Executive Committee received a briefing with the information below. The Executive Committee discussed that Trust Council direction may be needed for advocacy to the provincial government regarding heritage protection and that the topic could be discussed with the Islands Trust Conservancy Board. The Committee requested that the topic be brought to the joint meeting with the Islands Trust Conservancy on January 31, 2024. However, there was insufficient time allocated for the joint meeting for this agenda item to be added along with other desired discussion topics.

The item is being re-provided to Executive Committee to re-consider whether there are any desired actions and to seek reporting back to the Gabriola Island Local Trust Committee.

At its October 26, 2023 meeting, the Gabriola Island Local Trust Committee passed the following resolution:

> ***that the Gabriola Local Trust Committee draft a letter to formally request the Provincial and Federal governments' support and direction to aid the Gabriola Local Trust Committee in preserving and protecting Indigenous cultural heritage sites that may be at risk due to impacts of development. In the absence of clear legislation and guidelines to support local governments' obligations to international, national and provincial frameworks, interim guidance and direction from the Province would be welcome, to ensure the Islands Trust can fulfill its obligations and duties to the preservation and protection of sacred cultural heritage sites.***

The Gabriola Island Local Trust Committee also passed the following resolution:

> ***that the Chair of the Gabriola Island Local Trust Committee work with staff to write to seek support from Snuneymuxw First Nation and to understand if there would be interest in working on a joint call to the Provincial and Federal government to request support and direction to aid the Gabriola Local Trust Committee in preserving and protecting Indigenous cultural heritage sites that may be at risk due to impacts of development.***

The Islands Trust Advocacy Policy (6.10.iii) guides advocacy. Notably its sets out the following:

- B4. Islands Trust bodies will ensure that their advocacy positions consider the roles and needs of all other bodies of the Islands Trust. When practical, Islands Trust bodies will coordinate their advocacy efforts through the Executive Committee so that related issues can be advanced strategically, in the context of Trust Council's Strategic Plan.
- B5. When making decisions about new advocacy positions and actions, Islands Trust bodies will base those decisions on research, such as: a) a review of related past Trust Council and Executive Committee decisions and actions; b) consistency with the Islands Trust Policy Statement; c) consistency with Official Community Plan policies; d) relevant evidence; e) contextual information; f) an assessment of partnership opportunities; g) implications of proceeding or not proceeding with certain courses of action; and h) potential workload implications for staff and trustees
- C. 11 Local trust committees may, by resolution, undertake advocacy *on land use issues specific to their local trust area and consistent with the official community plan* after considering whether the position may fetter their discretion on current or future land use planning decisions.
- C3. Executive Committee members encourage a coordinated approach to advocacy and external liaison as part of their appointment to local trust committees and the Islands Trust Conservancy Board.
- C5. The Executive Committee directs individual advocacy actions in accordance with the advocacy direction set by Trust Council through resolutions and the Strategic Plan.

In accordance with the policy, an advocacy letter such as one requested by the Gabriola Island Local Trust Committee that is not about a local land use matter that is requesting legislative change or requesting provincial support should be from Executive Committee or Islands Trust Council.

Advocacy is most successful when there is a specific, researched request that is achievable. In this circumstance the request could researched and then re-framed such as:

1) That Minister of Municipal Affairs request that the next Declaration on Rights of Indigenous Peoples Action Plan include changes to the Local Government Act, Community Charter and/or Islands Trust Act to achieve XXX

2) That the Ministry of Municipal Affairs provide a mediator to assist with resolving a dispute concerning XXXX

3) That the Ministry of Municipal Affairs provide guidance on involving First Nations in non-discretionary land use decisions such as development permit applications in culturally significant areas.

Topic such as these that affect many local governments and First Nations would benefit from a more fulsome advocacy campaign that includes collaboration with local governments and First Nations, a session at AVICC or UBCM, and/or research into potential options that would refine the request. However, at this time, there are insufficient staff resources available to support all but very simple advocacy letters. The Senior Policy Advisor position is almost exclusively focused on the Policy Statement Amendment Project so, without backfill of the position, there is little time available for the position's regular duties such as advocacy.

ATTACHMENT(S): None.

FOLLOW-UP: Staff will follow-up as directed.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: Russ Hotsenpiller, CAO/February 23, 2024

REQUEST FOR DECISION

To:	Executive Committee	**For the Meeting of:**	February 28, 2024
From:	Trust Area Services	**Date Prepared:**	February 21, 2024

SUBJECT: Islands Trust Communications Strategy

RECOMMENDATION: That Executive Committee approve the Islands Trust Communications Strategy and forward to Trust Council for information.

BACKGROUND: For many years, staff have been laying the groundwork towards a strategic approach to communications and are pleased to provide a draft Communications Strategy to Executive Committee for approval, after having received comments from Executive Committee at its December 2023 meeting. Additional comments were provided to staff by Executive Committee members via email, and edits have been made.

The Executive Committee Terms of Reference set out the following relevant duties:

- 6.2 To coordinate an effective public relations program through the development of targeted public communication efforts.
- 6.3 To maximize effective internal communications by facilitating opportunities for trustees, local trust committees, Council Committees, Trust Council and staff consultation and information exchange and provision of services and resources.

The Islands Trust communications program is guided by the Trust Council Communications Policy (6.10. ii). The implementation of communications work is guided by the following resolution:

> **EC-2016-59** (April 27, 2016)
> That the Executive Committee delegates the planning, management and implementation of the public relations program to the CAO; and that the Executive Committee continues to approve broad communications principles and strategic goals.

The intent of a communications strategy for Islands Trust is to foster engagement with island communities and improve public trust in the organization through awareness and education.

This strategy is specific to communications and has been drafted with the expectation that a companion Islands Trust engagement strategy and toolkit will be developed at a later date to support engagement on projects.

This document has been created as an overarching strategy, with project-specific communications work plans to be companion documents. Staff will be developing a work plan to implement the strategy as part of a Trust Area Services department work plan.

This strategy is specific to Islands Trust Council, Executive Committee and local trust committees. Islands Trust Conservancy and Bowen Island Municipality have their own communication strategies and plans. Efforts will be coordinated when possible and practical.

Following approval of the strategy, staff will develop a briefing from Executive Committee to Trust Council for March 2024 with similar background to this RFD.

1. **IMPLICATIONS OF RECOMMENDATION**

   ORGANIZATIONAL: This communications strategy will provide focus and direction for communication activities, and will guide the work program of the Communications Specialist

   FINANCIAL: This strategy will provide the basis for budgeting for the communications program. Executive Committee has requested $50,000 for FY2024/25.

   POLICY: None.

   IMPLEMENTATION/COMMUNICATIONS: Upon Executive Committee's approval, staff will finalize the communications strategy and then develop a detailed communications budget and implementation plan.

   FIRST NATIONS: First Nations are considered a secondary target audience in the Strategy. The Strategy notes that a key principle is to be focused on Reconciliation through applying Indigenous style principles from the *Islands Trust Identity Guide.*

   OTHER: None.

2. **RELEVANT POLICY(S):** Trust Council Communications Policy (6.10. ii), and Executive Committee Terms of Reference.

3. **ATTACHMENT(S):** Draft Islands Trust Communications Strategy

---

RESPONSE OPTIONS

Recommended:

That Executive Committee approve the Islands Trust Communications Strategy and forward to Trust Council for information.

Alternative:

1) Request that staff provide a revised or alternative Islands Trust Communications Strategy for its next meeting.

Prepared By: Morgana van Niekerk, A/ Communications Specialist

Reviewed By/Date: Clare Frater, Director, Trust Area Services/ February 21, 2024
Russ Hotsenpiller, CAO, February 21, 2024

Islands Trust Communications Strategy 2023/24

Contents

1. Context 1
2. Goals 1
3. Principles 3
4. Target Audiences 4
5. Tools and Tactics 4
6. Evaluation 5

1. Context

A formal communications strategy has not been adopted by Islands Trust in many years. An updated communications strategy is a priority within the organization and is necessary to foster engagement with island communities and improve public trust in the organization through awareness and education.

Through effective planning and resource allocation, content about the Islands Trust's mandate and commitment to Reconciliation, its programs, governance, and services can be widely shared at reasonable cost, encouraging public support and individual efforts to preserve and protect the 450 islands and surrounding islands in the Salish Sea.

This strategy is specific to Islands Trust Council, Executive Committee and local trust committees. Islands Trust Conservancy and Bowen Island Municipality have their own communication strategies and plans. Efforts will be coordinated when possible and practical.

This strategy is specific to communications and has been drafted with the expectation that a companion Islands Trust engagement strategy will be developed at a later date to support engagement on projects. This document has been created as an overarching strategy, with project-specific communications work plans to be companion documents.

2. Goals

1. **Recognize community interests** and respond with information that connects citizens, elected officials and staff:
   1.1. Create efficiencies for identifying public issues and listening and responding to the public by:
      - Identifying current and emerging resources for collecting citizen questions and concerns, including social media trends, and website forms
      - Ensuring the timely sharing of updates to elected officials, staff and citizens
   1.2. Be prepared by ensuring staff members understand their roles in the issues management process by:

- Updating procedures outlining best practices and desired outcomes
- Determining the spokesperson on particular issues and topics, and make this information available to elected officials and staff
- Prepare speaking notes as soon as information becomes available, regardless of if an issue is present at this point in time or not

1.3. Follow issues to identify and hear citizen concerns and prepare public information to address questions by:
- Identifying spokespeople
- Preparing speaking notes
- Preparing topical question and answers and adding to the Fact Check page

1.4. Increase elected officials use of social media by:
- Providing guidelines and best practices for elected officials and staff
- Providing learning or training opportunities
- Encouraging the opportunities for trustees to act as Islands Trust ambassadors

2. **Raise awareness** of Islands Trust work and its preserve and protect mandate through the development and publication of high quality digital and printed content. Also, raise awareness of department responsibilities and activities to the public, elected officials, and staff by:
   2.1. Creating issue focused fact sheets and updates and distribute these to elected officials and staff
   2.2. Showcasing individual or team contributions from different departments social media, explaining what the staff are doing and how Islands Trust provides value to the community
   2.3. Continuing to communicate important Council and corporate decisions to staff
   2.4. Creating annual department communication work plans by working with directors and managers to identify routine annual communication priorities and activities for the coming year, as well as Strategic Plan and corporate projects.
   2.5. Determining budget and resource requirements for implementing this strategy and department annual department communication work plans
   2.6. Ensuring regular communication takes place across the organization to the public, staff, elected officials, and the media
   2.7. Updating procedure documents that contain best practices for communication processes
   2.8. Maintaining efficient and cooperative relationships with members of the media
   2.9. Providing training opportunities for staff that prepare communication documents
   2.10. Updating procedures and templates for common communication products, including graphic and layout products
   2.11. Developing an Islands Trust 101 presentation that can be customized for local trust areas
   2.12. Using all events as a communications tool to showcase the work Islands Trust does, its projects, its current engagement opportunities, or its achievements. Local trust committee meetings help people learn about projects, webinars educate people about IT programs that could be relevant to their lives, stand-alone events are opportunities to communicate to the public on all of the above. Islands Trust printed materials should be available at all in-person events or meetings, and there needs to be an Islands Trust slideshow/video that showcases Islands Trust projects or achievements, during meeting breaks on Zoom meetings

3. **Improve communication for engagement** with community by:

DRAFT

3.1. Supporting an organizational engagement strategy and toolkit with checklists and templates to ensure the application of guiding principles, a consistent engagement planning process, and metrics for engagement evaluation
3.2. Creating a communication plan per engagement project, and providing communication support for this plan
3.3. Identifying engagement staff for each engagement and activity and create a communications plan to support the staff person tasked with the engagement activities. This is especially helpful when there is a staff person available that has connections to the local trust area, or is a resident
3.4. Communicate to the public, elected officials, and staff about partnerships with other organizations that have existing engagement tools or platforms that communities in the Trust Area can participate in (e.g. Comox Valley Regional District https://engagecomoxvalley.ca/)
3.5. Promoting popular information on website to make it easier to find and understand
3.6. Improving the live-streaming of local trust committee and committee meetings to include well-designed screens to be used during recesses, closed meetings, technical issues and other times when a placeholder image might be used
3.7. Explaining what Islands Trust is doing by describing how individual projects and initiatives support the Strategic Plan and the Object

4. **Build trust** with the public, by:
    4.1. Simplifying language and take advantage of opportunities for informal dialogue
    4.2. Promoting Islands Trusts social media accounts and work to attract more followers, from a diverse group of islands residents
    4.3. Promoting trustees as Islands Trust ambassadors, real people from the communities who are reliable sources of information
    4.4. Provide staff with corporate clothing to wear in the field or when working with the public
    4.5. Continuing to upgrade the website to ensure consistency of search results, simplifying where simplification is possible and providing the information the public use most often on main pages
- Ensuring communications are in line with the *Islands Trust Identity Guide* so colours and fonts are recognizable consistent and language is appropriate.

3. Principles

When creating communications plans or content it is important to keep several principles in mind. This will create a unified tone and style, which will be recognisable as the overall tone of Islands Trust. Islands Trust communications need to be:

- **Accessible** – Communicating in a clear, meaningful, and relevant manner to the intended audiences with simple plain language whenever possible
- Focused on **Reconciliation –** Applying Indigenous style principles from the *Islands Trust Identity Guide*
- **Accurate** – Providing accurate information, limited use of adjectives
- **Creative** – Creating captivating and memorable content, including celebrating positive stories
- **Consistent** – Communicating in a well-written and designed way that is aligned with the *Islands Trust Identity Guide*

- **Measured** – Communication is effective and efficient, and can be based on metrics, goals and best practices
- **Timely** – Ensuring information is relevant and useful

4. Target Audiences

- **Primary**: Community members and organizations in the Trust Area
- **Secondary**: Provincial, municipal and local government bodies; First Nations governments in the Trust Area; media
- **Tertiary**: Islands Trust staff

5. Tools and Tactics

All communications will rely on the website as a base. The primary tools to achieve Islands Trust's communications goals and priority programs and services are:

- Publications (digital and print)
- Website
- E-subscriber messages and e-newsletters
- Flyers and mailing packages
- Sandwich boards
- Printed posters/signs
- Paid advertising in newspapers and online media,
- Media releases and earned media
- Direct emails and phone calls with community members, media and other interested and affected parties
- Events - online and in person
- Social media - paid for and organic

Social media will be used to showcase content available on the website, mailed to new residents, new reports, and new tools. While different projects or themes will use additional communication tactics to suit different audiences and comply with procedures and regulations, social media will, as much as possible, represent a broad spectrum of what is happening at Islands Trust. Implementing this process will take several months to set up but will be ongoing; providing open and easily accessible content based on Islands Trust work.

Social media posting will allow more people to understand:

- The value of Islands Trust
- The services it provides and does not provide
- The projects underway
- Initiatives from other organizations that are interesting and relevant
- The information available on the website.

DRAFT

Specific projects, events, or programs that are not run by Islands Trust but may further the mandate of Islands Trust can be featured. For example, an event organized by another government focused on rainwater harvesting is of interest to the Islands Trust's audiences. It will, therefore, be on Islands Trust What's New section and/or social media when appropriate and where timing allows, with a focus on Islands Trust captions and, if possible, graphics. Staff will develop a companion procedure to clarify which items may be shared and when.

6. Evaluation

Communications efforts need to be measured and evaluated continuously to gauge effectiveness, engagement and sentiment. Without pre-existing data on which to base this strategy, the strategy will be adjusted as engagement data becomes available.

Relevancy and engagement of communications content can be analysed through:

- **Social Media** platforms are excellent sources of engagement data on social media platforms. Trends and preferences will be simple to identify through analytics as well as through commentary in Facebook groups or post comments
- **Website analytics monitoring software** monitors and analyses webpage visitors and link clicks, allowing for focused improvements to the website
- **Trustees and the public** will be able to provide more community-based feedback on how other communications efforts are being received
- **Meeting attendance**
- **Monitoring online feedback** through the website

DRAFT

REQUEST FOR DECISION

To:	Executive Committee	**For the Meeting of:**	February 28, 2024
From:	**Director, Planning Services**	**Date Prepared:**	February 22, 2024
SUBJECT:	**Withdraw Complete Communities Grant Application**		

RECOMMENDATION: That the Executive Committee of the Islands Trust request staff to withdraw the application for the Union of British Columbia Municipalities Complete Communities Grant to advance data gathering and mapping work supporting OCP reviews and Housing Projects.

DIRECTORS COMMENTS: Formally withdrawing the funding application will assist staff at the Union of British Columbia Municipalities (UBCM) and maintain good relations.

---

1 PURPOSE:

For the Executive Committee to consider formally withdrawing their application for the Union of British Columbia Municipalities Complete Communities Grant to advance data gathering and mapping work supporting OCP reviews and Housing Projects.

2 BACKGROUND:

On November 22, 2023, the Executive Committee requested staff to apply for the UBCM Complete Communities Grant to advance data gathering and mapping work supporting OCP reviews and Housing Projects. Staff applied for the grant and followed up with numerous communications with UBCM staff. Staff were informed that the proposal does not fully align with the intent of the Complete Communities program because it is too focused on water balance assessments. Staff assessed options, including applying for alternate funding, and ultimately concluded that the application could not be amended in any way that would meet the programs requirements. UBCM staff has asked for a formal withdrawal of the application for their records which requires a resolution from the Executive Committee.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: none.

FINANCIAL: none.

POLICY:

- Policy 2.3.1 - Council Committee System And Terms Of Reference
- Policy 6.5.4 – Grants and Donations Administration

IMPLEMENTATION/COMMUNICATIONS: none.

FIRST NATIONS: none.

OTHER: none.

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.

RESPONSE OPTIONS

Recommendation:
That the Executive Committee of the Islands Trust request staff to withdraw the application for the Union of British Columbia Municipalities Complete Communities Grant to advance data gathering and mapping work supporting OCP reviews and Housing Projects.

Alternative:
Do not pass a resolution to formally withdraw the application.

Prepared By: Director, Planning Services

Reviewed By/Date:

BRIEFING

To:	Executive Committee & Financial Planning Committee	**For the Meeting of:**	February 28, 2024
From:	Administrative Services - Finance	**Date Prepared:**	February 8, 2024

SUBJECT: **Forecasted Over Expenditure by General Ledger Budget Line**

PURPOSE:

To inform Executive Committee of actual or forecasted overspending in individual general ledger (GL) accounts for the fiscal year, in accordance with Islands Trust Council Policy 6.5.2 *Budget Control and Adjustment Authority*.

BACKGROUND:

Trust Council Policy 6.5.2 *Budget Control and Adjustment Authority* provides the authority by which periodic adjustments can be made to the approved annual operating budget and the timing when Trust Council and the minister have to be notified of either changes to the budget or anticipated operating deficits. Section D. 3 reads:

> *"When an actual or anticipated overexpenditure (whichever comes first) exceeds $20,000 for a project or general ledger budget line within an Operational Unit, management must inform the Executive Committee at the next scheduled Executive Committee meeting, and continue to provide reports on the status of the project or budget line to the Executive Committee on a monthly basis, or as frequently as requested by the Executive Committee. Upon being informed of an overexpenditure, the Executive Committee will decide what initial corrective action will be taken, if any. Copies of all Executive Committee notifications and reports on overexpenditures will be copied to members of the Financial Planning Committee."*

Third quarter financial forecasts prepared based on December 31, 2023 actual information adjusted for anticipated spending for the remainder of the fiscal period have identified several general ledger budget lines which are forecasted to be overspent in excess of $20,000. Staff provide information to inform Executive Committee of these areas, per policy direction, as follows:

General Ledger Budget Line	Approved Annual Budget ($)	Q3 Actual Spending to Date ($)	Q3 Forecasted Annual Spending ($)	Q3 Forecasted Over-spending ($)	Rationale	Mitigation suggestion, if required
Contracted Temporary Staffing	$2,500	$22,400 Overspent by ~$20,000	$46,000	**$43,500**	Extra costs incurred for the following: - $10,000 for temporary staff contracted for two months to cover the Planning Team Assistant in the southern office - $10,000 for an external review of clerical administration structure within the organisation - $4,000 for external contractor for CityView implementation - $10,000 for external consultant to review IS structure, IS manager job profile, and conduct IS manager hiring competition. - $10,000 in professional fees to engage a consultant to prepare ITC annual financial statements (paid for by salaries savings from vacant Manager, Finance & Accounting position)	This line is offset by underspending in salaries and benefits, as permitted by policy. No mitigation required.
Legal - General	$70,000	$79,000 Overspent by $9,000	$97,000	**$27,000**	Unanticipated legal costs resulting from: TC legal opinions on corporate website, 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.	To be directed by EC.
Legal – Bylaw Enforcement Litigation	$80,000	$109,000 Overspent by $29,000	$114,000	**$34,000**	Unanticipated legal costs for ongoing cases on Galiano, North Pender, Salt Spring Island, and Thetis Islands.	To be directed by EC.

Legal - Litigation Defence	$72,000	$52,000 Not yet overspent	$39,000	**($33,000)**	The forecast anticipates overspending of $12,000, with awarded legal cost recoveries of $30,000 to offset, resulting in a net forecasted underspending of $33,000.	With cost recoveries awarded to Islands Trust offsetting spending, this budget area is forecasted to be underspent, thus no mitigation required. This forecasted underspending will partially offset the forecasted overspending in Legal General and Legal Bylaw.
LTC Meeting Expenses	$13,000	$31,000 Overspent by $18,000	$37,000	**$24,000**	Approved budget assumed hiring of the new LTC Meeting Administrator early in the year, with this staff responsible for LTC meeting minutes. With the delay in this hiring, contractors continue to be used for LTC meeting minutes, increasing this cost line. This is more than offset by underspending in salaries expense. Salt Spring, North Pender and Gabriola LTCs are also holding more meetings than planned for in the approved 2023/24 budget.	This line is offset by underspending in salaries and benefits, as permitted by policy. No mitigation required.

There are several general ledger items which are forecasted to be underspent within the Islands Trust overall budget. As Policy 6.5.2 does not provide directive to report on the specifics of these line items, no discussion is advanced on significant areas of underspending in this report unless they have been intentionally used to offset significant areas of overspending, as noted in the above table. However, many of these areas of underspending that are not mentioned will offset the above areas of overspending. Details of all forecasted overspending and underspending by line item will be provided to Financial Planning Committee and Trust Council in quarters two and three of the fiscal year.

On an overall basis, the approved budget provided for spending of approximately $9.9M. Trust-wide forecasted spending is anticipated at approximately $9.5M for the fiscal year, generating a net underspending of approximately $385,000. Adjustments to remove capital spending at year-end will further increase the noted level of underspending. As such, it does not appear that the areas of individual overspending noted above will put the overall Islands Trust budget in jeopardy.

ATTACHMENT(S):

1. None.

FOLLOW-UP:

A copy of this report has been provided to the Financial Planning Committee in accordance with Policy 6.5.2 s3. Further direction may be received from Executive Committee.

Prepared By: Director, Administrative Services
Reviewed By/Date:

From: Deborah Campbell <[redacted]>
Sent: Sunday, January 28, 2024 5:37 PM
To: Peter Luckham; Tobi Elliott; David Maude; Timothy Peterson; Executive Admin
Subject: Please don't pass Bylaw 537

Dear Islands Trust Executive Committee,

I am concerned about the hasty "special" meeting held by Salt Spring trustees which passed three readings of Bylaw 537 (formerly BL 530) in a single session without a public hearing. The argument that building new cottages and suites will magically add affordable housing is just wishful thinking, especially as there is no enforcement in the legislation that would ensure these builds actually be "affordable" or rented long-term to islanders. We all know how lucrative STVRs are. The last thing we need is to open the floodgates to further abuse of our housing stock and scarce natural resources.

If our trustees want long-term rental housing for islanders, as well they should, they have only to apply to join the province's crackdown on the hundreds of STVRs currently operating (mostly illegally) on Salt Spring. Why aren't they clamouring for that, like so many other communities? In the meantime, please don't pass Bylaw 537, which will only lead to more sprawl, more traffic, more tourists, more water shortages and more STVRs.

Sincerely,

Deborah Campbell
Salt Spring resident

From: elissa poole <[redacted]>
Sent: Sunday, January 28, 2024 1:51 PM
To: Executive Admin
Subject: Bylaw 537

To the Executive Committee Staff of the Islands Trust:

I suspect I'm not the only Salt Spring resident to be concerned about the LTC's process in pushing forward Bylaw 537 through its first three readings in a meeting that was hasitly organized without a public meeting—the LTC having used the provincial government's Bill 44 as an excuse for not holding that public meeting. However, the LTC received a letter written to Tim Peterson from the Minister Jan 8 making it absolutely clear that the Islands Trust area has been excluded from Bill 44. Indeed the Minister's letter, which was never mentioned in a public report, seems to have been kept under wraps, possibly *because* it explicitly rules out the legitimacy of citing Bill 44 as a reason for not holding a public meeting. We have a legal opinion, from a lawyer who has read both the Minister's letter and Bill 44, that Bill 44's regulation against a public meeting does not apply to Salt Spring or to Bylaw 537, and, given the controversy around this bylaw, there *should* have been a public meeting.

Furthermore the LTC Jan 22 meeting was advertised with misleading information that told readers that only the first reading of Bylaw 537 would be given. Thus, most people would not have known how important this meeting was. The way this information was presented to the community - quickily and quietly - provided very little time to organize a delegation either for or against the bylaw. The main notice, in the Driftwood, was Jan 10, and then correspondence on the bylaw was cut off Jan 14! How was the public to even know what Bylaw 537 *was* and to comment on it, let alone know that it might reach third reading on that Jan 22 meeting—when in fact there was no opportunity presented for the public to speak anyway?

And then there is such a short period before sending it on to the Executive Committee! It is extraordinary how quickly and quietly this was done, with virtually no time to write or organize speaking either for or against this bylaw at the Executive Committee Meeting.

Bylaw 537 itself is problematic: There's nothing in the bylaw to ensure these new suites or cottages will be rented or affordable. The footprint is potentially larger for areas previously approved for suites only, since Bylaw 537 will now permit cottages, and these are no longer just 600 sq ft, but 1000 sq ft. So there are many of the same considerations here as there were for Bylaw 530, which was defeated and presumed to be in contravention of Salt Spring's OCP.

And apparently there was no additional consultation with First Nations about Bylaw 537! Trustee Laura Patrick said in discussions re Bylaw 530 that LTC had covered the ground

adequately with First Nations consultation, but Tsawout First Nation is on record – ***it's in a staff report*** – as having said that they did not consider themselves as having been consulted or engaged. They did not support Bylaw 530; and Bylaw 537 can potentially do much the same as Bylaw 530, given the fact that a pilot project for streamlining spot zoning ADUs all over the island is being considered by LTC, and that this process won't even require a bylaw. We can thus assume that the Tsawout will have serious reservations about Bylaw 537 as well.

And a "pilot project" for streamlining spot zoning smells fishy: there are all sorts of ways this pilot project could run roughshod over population restrictions and well-considered zoning that is now in place.

This isn't the first time the LTC has breached protocols of this nature lately. These are serious matters. These are legal matters.

With due respect
Elissa Poole
[redacted]
Salt Spring Island, BC

From: Maxine Leichter <[redacted]>
Sent: Sunday, January 28, 2024 3:40 PM
To: Peter Luckham; Tobi Elliott; David Maude; Timothy Peterson; Executive Admin
Subject: Regarding bylaw 537 for Executive Committee decision

To: Islands Trust Executive Committee

From: Maxine Leichter

Date: January 27, 2024

This email is to ask you not to approve Salt Spring bylaw 537 that will be before Executive Committee this week. Bylaw 537 would allow approximately 1,600 properties currently allowed to have in-house suites to have the choice of building either a suite or a separate cottage.

I ask for a no vote for several reasons. First, the procedures for giving readings to this bylaw did not allow for any public input:

- The bylaw was given three readings at a special meeting that few knew about because it was not a regular meeting and there was very short notice

- The public announcement in the Driftwood, said that the bylaw would receive first reading, but three readings were given.

- The final version of the bylaw was not even known until a few days before it was heard by the trustees.

- Even though the agenda package for the meeting published on line said there would be time for public comments, none were

allowed, even for the two of us who attended the meeting at the Trust office.

It is questionable if the Local Trust Committee is authorized to dispense with a public hearing for this rezoning bylaw for two reasons: It is not clear that the Islands Trust is covered by the provincial law on this subject. I have not seen a citation to a specific line in legislation that makes it clear that the Islands Trust is covered.

Second, even if Islands Trust is covered, I further propose that the original bylaw allowing suites was not and this bylaw is not consistent with the section of Salt Spring's OCP that states:

*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.*

Note the word "and" above. This means that added densities must be for affordable housing AND other objectives, not OR other objectives.

The first rezoning allowed approximately 1600 properties to have suites. A few years later, another bylaw allowed 411 properties to have cottages. It would seem obvious that adding another 2,000 residences is more than the "few" allowed in the OCP section quoted above. Also, these bylaws say nothing about these additional residences being affordable.

Although few suites have been built, it is far more likely that cottages will be constructed as people are more comfortable having another resident on their property kept at a distance. Cottages also make better vacation rentals, that Salt Spring has been unable to control even though they are not legal.

Please note that Salt Spring has added at least 130 densities for true affordable housing that has been built. The Local Trust Committee has always granted rezonings for true affordable housing. Currently six properties are under non-profit or government ownership, some to proceed soon, others seeking funding.

In addition, the LTC received a letter from the Tsawout First Nation objecting to the previous version of this bylaw, called 530. It is not clear they were even consulted about bylaw 537.

In view of all of these questions about bylaw 537, I urge you to refuse approval this week and send the bylaw back to Salt Spring so that the public can have an opportunity to provide feedback and First Nations can be consulted.

From: R Wright <[redacted]>
Sent: Tuesday, January 30, 2024 2:19 PM
To: Peter Luckham; Tobi Elliott; David Maude; Timothy Peterson; Executive Admin
Subject: Attachments for Wright letter of January 28th re Salt Spring Bylaw 537
Attachments: Bill44-Housing Minister-LTC-LTR.pdf - https __islandstrust.bc.ca_document_response-from-minister-of-housing-regarding-bill-44_.pdf; Tollefson 2024 01 22 re BL 537.pdf

Dear Islands Trust Executive Committee,

Please find attached two letters. One is from Housing Minister Ravi Kahlon to Salt Spring LTC; the other is from Tollefson Law to SS LTC. I thought I'd sent them with my letter emailed to you January 28 at 5.16pm, but they don't seem to have gone through.

They are directly relevant to Bylaw 537 and I trust may be of assistance when that comes before you.

Kind regards,

Ronald Wright

> On Jan 28, 2024, at 5:16 PM, R Wright <[redacted]> wrote:
>
> Dear Chair and Vice-Chairs of the Islands Trust Executive Committee,
>
> I write to oppose approval of Salt Spring LTC's Bylaw 537 because of serious abuse of due process. The avoidance of an expected Public Hearing was justified by the notion that BC's Bill 44 applies to housing bylaws within the Trust area. In his letter of January 8th 2024, the Housing Minister told the LTC that this assumption is wrong and contrary to the Islands Trust Act. Yet the falsehood was repeated in the agenda documents for the January 22nd meeting at which BL 537 passed all three readings —two weeks after the Minister's letter was received. Furthermore, no input from the public was allowed at the meeting, despite a question period being the first item on the agenda.
>
> The lack of a Public Hearing was also justified on the grounds that BL 537 **"is consistent"** with Salt Spring's OCP. Yet no legal opinion was brought forth to support this. The assertion rests only on the word of the LTC, who made the same assertion about earlier versions of this bylaw, then called BL 530. Proposed Bylaw 530 was withdrawn after LTC received strong opposition from the public and the Tsawout First Nation, and after staff raised worries about its lawfulness.

The Tsawout, the only First Nation with treaty lands on Salt Spring, seem to have been sent no notice or invitation to give input on Bylaw 530/537 since October 12, 2023, when LTC staff reported: **"Staff have had follow-up conversations with Tsawout... These conversations have been caveated by Tsawout as not comprising engagement or consultation."** Yet Trustee Laura Patrick said at the January 22nd meeting: **"I am comfortable that we have more than addressed [Tsawout] concerns...So I am more than satisfied to move forward today."** (*The Driftwood*, January 24, 2024.)

It is true that Bylaw 537 (according to its map) would cover a smaller part of Salt Spring than the defeated BL 530. But Trustee Patrick stated at the January 22nd meeting, that she intends to add lands to the map piecemeal by encouraging applications for "spot-zoning" anywhere. This ill-defined process (not in the bylaw draft) could well end up growing the reach of Bylaw 537 to resemble that of BL 530. In other words, Bylaw 537 has been shrunk to get Executive approval, but will be inflated later.

The Salt Spring LTC's haste, secrecy, and misinformation on this bylaw are not acceptable in any democracy. Such abuses threaten the good name of the Islands Trust as a whole. I urge you either to defeat this misguided bylaw; or to proceed no further until the public and concerned First Nations have been given a fair and open process.

Sincerely,

Ronald Wright,
[redacted],
Salt Spring Island,
BC [redacted]

BRITISH
COLUMBIA

VIA EMAIL Ref. 63779

January 8, 2024

Timothy Peterson, Chair
Salt Spring Island Local Trust Committee
Islands Trust
1-500 Lower Ganges Road
Salt Spring Island BC V8K 2N8
Email: rpingle@islandstrust.bc.ca; ssiinfo@islandstrust.bc.ca

Dear Timothy Peterson:

Thank you for your November 21, 2023, letter regarding the Salt Spring Island Local Trust Committee's (SS LTC) resolution requesting to be included within the *Housing Statues (Residential Development) Amendment Act*, 2023 (Bill 44) as if it were a municipality. My sincere apologies for the delay in response.

I appreciate learning that the SS LTC is interested in being included under the requirements of Bill 44 to help address the housing crisis on Salt Spring Island. The Province acknowledges that Salt Spring Island, like other Gulf Islands, faces unique housing challenges, including a lack of workforce housing and rental accommodation. I recognize that the SS LTC has proposed and advanced many actions over the past few years through the Housing Action Program to address Salt Spring Island's housing challenges, and I commend the SS LTC for all their work in this area.

.../2

Office of the Minister of Housing

Website: www.gov.bc.ca/housing

Mailing Address:
PO Box 9074 Stn Prov Govt
Victoria BC V8W 9E9
Phone: 236 478-3970

Location:
Parliament Buildings
Victoria BC V8V 1X4
Email: HOUS.Minister@gov.bc.ca

As you know, the Province recently passed Bill 44 in the fall of 2023. The *Islands Trust Act* has since been amended to exempt the Islands Trust from all small-scale multi-unit housing requirements (SSMUH), including those for secondary suites and accessory dwelling units (ADUs). The decision was made to exempt the Islands Trust from SSMUH requirements because of the Trust's special mandate to "preserve and protect the Trust area and its unique amenities and environment" and pre-existing limitations to critical resources like drinking water and waste disposal. If the SS LTC believes it is in the best interest of their community to enable SSMUH, the SS LTC can update its zoning bylaw accordingly and follow the Province's policy manual. It is my understanding that the SS LTC is already exploring potential amendments to their zoning bylaw to allow for ADUs in certain areas through the proposed Bylaw 530.

The Ministry of Housing has focused on ensuring that the Islands Trust has the information they need to inform their decisions around development without requiring that additional densities be allowed, which could negatively affect sensitive Island ecosystems. This is why the legislation requires the Islands Trust, in addition to all municipalities and regional districts, to update their Housing Needs Report using a robust, standard method to calculate the total number of homes needed over 20 years. The information from the Housing Needs Report will give the Islands Trust important information about where and what type of housing they should be prioritizing in their community. The Islands Trust is, however, exempt from the requirement to update official community plans and zoning bylaws by December 31, 2025.

Applying SSMUH requirements specifically to the SS LTC Area would require additional consultation and policy work to better understand how to balance Salt Spring Island's need for additional housing with the Trust's "preserve and protect" mandate, the Island's existing infrastructure capacity issues, and the interests of local First Nations and other affected parties.

Thank you again for writing.

Sincerely,

Ravi Kahlon
Minister of Housing

pc: The Honourable David Eby, KC
Adam Olsen, MLA

TollefsonLaw
A LAW CORPORATION
700–1175 Douglas Street
Victoria, BC V8W 2E1
TollefsonLaw.ca
info@TollefsonLaw.ca

January 22, 2024 Our file: 2022-08-0039

VIA EMAIL

Salt Spring Local Trust Committee
1 – 500 Lower Ganges Road
Salt Spring Island, B.C.
V8K 2N8

Attn: Trustee Timothy Peterson
Trustee James Harris
Trustee Laura Patrick
Chris Hutton, Regional Planning Manager

Dear Trustees Peterson, Harris, and Patrick, and Mr. Hutton:

RE: Salt Spring Proposed Bylaw No. 537

We are counsel to Keep Salt Spring Sustainable ("**KSSS**"), a group of Salt Spring Island residents formed to uphold the island's environmental sustainability and rural character, as protected by Salt Spring Island's Official Community Plan and the mandate of the Islands Trust. Please forward this letter to the Salt Spring Local Trust Committee ("**SS LTC**").

We have previously provided a written submission to the SS LTC on August 16, 2022 in relation to our client's concerns about Bylaw No. 530—cited as "Salt Spring Island Land Use Bylaw No. 355, 1999, Amendment No. 1, 2022." We sent further letters to the Islands Trust Executive Committee on August 31, 2022 and September 16, 2022 regarding the same matter.

KSSS has continuing and serious concerns about the most-recent version of this bylaw—Bylaw No. 537, cited as "Salt Spring Island Land Use Bylaw No. 355, 1999, Amendment No. 2, 2023." We understand that a special SS LTC meeting has been scheduled for January 22, 2024. At that time, we are advised that Bylaw No. 537 will receive all three readings. We write to express our grave concerns about this plan, and respectfully ask you to reconsider.

Lack of Public Hearing

An initial priority is to correct the public record about the requirement for a public hearing on Bylaw No. 537. Any suggestion that a public hearing on this bylaw is prohibited is wholly erroneous and must be corrected forthwith.

The staff report from the December 14, 2023 SS LTC meeting and the staff report for the upcoming January 22, 2024 special meeting contain the following erroneous statement:

> In fact, in this case, the adoption of *Bill 44 – Housing Statutes (Residential Development) Amendment Act, 2023*[1] stipulates that a public hearing *is prohibited* from being held on this bylaw.[2] (emphasis added)

While Bill 44 prohibits public hearings for some local governments in certain circumstances, these prohibitions do not extend to the SS LTC.[3] Notably, the same conclusion was also recently communicated directly to the SS LTC by BC's Minister of Housing.[4]

Inconsistency with the Official Community Plan

Bylaw No. 537 continues to have serious inconsistencies with the island's Official Community Plan. In light of these inconsistencies, the SS LTC cannot lawfully waive the requirement for a public hearing on Bylaw No. 537 under section 464 of the *Local Government Act*.

For example, Bylaw No. 537 is inconsistent with the following objectives and policies for Residential Land Use set out in the islands Official Community Plan:

> 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. (emphasis added)
>
> Secondary Suites
>
> B.2.2.2.15 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. (emphasis added)[5]

The population increase that is likely to occur due to the adoption of this bylaw does not fall within the "few and minor" exception to the requirement of maintaining island population as expected in 2008 development levels. Furthermore, the proliferation of accessory dwelling units contemplated by Bylaw No. 537—even if it is less than the amount contemplated by Bylaw No. 530—is not an "incremental" change. Furthermore, the spot-zoning pilot program referenced in staff reports in connection with Bylaw No. 537 underscores the fact that impacts of this bylaw are unlikely to be limited to the immediate changes the amendments would bring into force. Indeed, depending on

---

[1] See Bill 44: https://www.leg.bc.ca/parliamentary-business/legislation-debates-proceedings/42nd-parliament/4th-session/bills/progress-of-bills (accessed on Jan 21, 2023).
[2] See: https://islandstrust.bc.ca/document/salt-spring-ltc-special-meeting-agenda-8/ (accessed on Jan 21, 2023).
[3] See clause 47 of Bill 44: https://www.leg.bc.ca/parliamentary-business/legislation-debates-proceedings/42nd-parliament/4th-session/bills/progress-of-bills (accessed on Jan 21, 2023).
[4] See Jan 8, 2024 letter from Minister of Housing Ravi Kahlon to Chair Timothy Peterson: https://islandstrust.bc.ca/document/response-from-minister-of-housing-regarding-bill-44/ (accessed on Jan 21, 2023).
[5] See: https://islandstrust.bc.ca/document/salt-spring-island-ocp-bylaw-no-434-2023/ (accessed on Jan 21, 2023).

how the spot-zoning program is administered, this bylaw could potentially bring about profound changes in development patterns on Salt Spring.

Requirement for Good Governance and Good Faith

As the individuals elected to make decisions on behalf of the residents of Salt Spring Island, you are required to act in a manner that reflects the principles of good governance and good faith.

The substance of Bylaws No. 530 and 537 has generated significant public interest as well as concern from some of the First Nations to whom Bylaw No. 530 was referred. In view of this significant interest, Bylaw No. 537 must only be considered in a manner that provides the public with a proper opportunity—at minimum, a public hearing on the bylaw—to understand and communicate its views. This perspective appears to have been shared by staff in its December 14, 2023 report:

> Given the amount and range of input received on this application through referral responses and public engagement, SS LTC may wish to consider the value of hearing input from the community directly in a public hearing, prior to consideration of third reading.[6]

We strongly urge the SS LTC to consider the implications of proceeding with its current approach on Salt Spring Island's relationship with First Nations whose territory and rights are impacted by decisions of the SS LTC.

Although the Crown's "duty to consult" is not directly binding on the SS LTC, the SS LTC's legislative obligations—including those set out in the Official Community Plan—must be interpreted in a manner that upholds the rights set out the United Nations Declaration on the Rights of Indigenous Peoples ("**UNDRIP**"), including the right to be consulted in good faith in order to obtain their free, prior, and informed consent.[7]

As such, we urge you to, at minimum, re-refer Bylaw No. 537 to impacted First Nations after giving first reading and before a public hearing is held.

Conclusion

To summarize, Bylaw No. 537 does not address the concerns our client has previously expressed in relation to its predecessor, Bylaw No. 530. We urge the SS LTC not to proceed with three readings at its January 22, 2024 special meeting. Instead:

1. Bylaw No. 537 must be referred to affected First Nations following first reading; and

---

[6] See: https://islandstrust.bc.ca/document/salt-spring-ltc-regular-meeting-agenda-addendum/ (accessed on Jan 21, 2023).

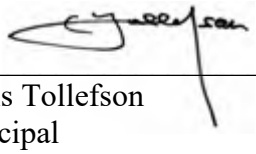
[7] See *Gitxaala v British Columbia (Chief Gold Commissioner)*, 2023 BCSC 1680 at paras 407-418, section 8.1 of the *Interpretation Act*, and the preamble and Article 19 of UNDRIP.

2. if the response received to the above referral justifies moving forward with the Bylaw, ensure that a public hearing on the Bylaw is duly advertised and held.

Yours truly,

TOLLEFSON LAW CORPORATION
Counsel for Keep Salt Spring Sustainable

Per:



Chris Tollefson
Principal
Tel: (250) 888-6074
Email: chris@tollefsonlaw.ca

From: David Maude
Sent: Sunday, January 28, 2024 2:40 PM
To: EC
Subject: Fwd: BL 537

Mayne Island Trustee
Islands Trust Council Vice Chair
Wi'la'mola - We are all travelling together

Begin forwarded message:

> **From:** Patricia Lockie <[redacted]>
> **Date:** January 28, 2024 at 2:02:05 PM PST
> **To:** David Maude <dmaude@islandstrust.bc.ca>
> **Subject: FW: BL 537**

David Maude
Vice-Chair,
Islands Trust Executive Committee.

Dear Mr. Maude,

I wish to express my strong objection to the unseemly haste with which amendments to **BL 530** have been executed and presented in the form of **BL 537.**
The Executive Committee now has the final say on whether the new bylaw is approved or not.
I urge you to reject it on the following grounds:

1. The lack of due process for reading of 537. A public notice of the Jan.22 meeting was given , referencing a "first" reading of 537.
   No public notification was given advising the possibility of a second and third reading on the same occasion. The community at large was not prepared for such an eventuality.
   No public input was permitted at the Jan.22 meeting, even though the agenda promised that the first 15 mins were designated for the public to speak.
2. The absence of a Public Hearing (quite customary prior to a third reading) is anti-democratic. Our trustees assert that BC's recent Bill 44 ,which allows for preclusion of public hearings on housing issues within municipalities, applies on Salt Spring. It does not, as the Housing Minister quite clearly advised the LTC by email on January 8th. The Minister stated that the relevant parts of Bill

44 relating to public hearings do not apply within the Islands Trust because of the “preserve and protect” mandate.

3. The Trustees and staff have also claimed that a Public Hearing was unnecessary because BL 537 remains consistent with our OCP. This is not proven and is the subject of possible legal challenge.
4. The distinct potential for an expansion of the scope of BL 537 at a later date exists. Trustee Patrick has indicated her intention to grow the 537’s map through the means of “spot zoning” throughout the island The over development consequences could be much the same as those many of us feared from BL 530.
5. Finally, while I have no doubt the Tsawout First Nation, are well able to voice their own concerns, I would underline that they have strongly opposed BL 530 in all its iterations. They have requested “adequate assessments to address future impacts” on surrounding environments on their traditional territory.
   I am not aware that any such assessments have been done. To ignore their interests and desire to protect the environmental stability of their traditional territory is antithetical to the spirit of reconciliation.

Yours sincerely,

Patricia Lockie
Salt Spring Island resident for 32 years

Sent from Mail for Windows

Virus-free.www.avg.com

From: Frants Attorp <[redacted]>
Sent: Sunday, January 28, 2024 7:50 PM
To: Peter Luckham; Tobi Elliott; David Maude; Timothy Peterson; Executive Admin
Subject: SSI Bylaw 537

January 28, 2024

To Islands Trust Executive Committee:

I am writing to object to Bylaw 537 on procedural grounds.

1. Salt Spring is about to embark on a full review of its community plan—a review that will focus largely on how best to deal with the housing crisis while still protecting the natural environment and rural character of the island. There are very strong arguments not to use blanket rezoning as a tool (which I shall not go into here). So why is the LTC proceeding with this rezoning before the community has had a say on this crucial issue? It seems the credibility of the whole OCP review process will be undermined if major changes are made to the island just as the review is about to begin. It's not as if property owners are going to rush out and get a building permit, so using the we've-got-to-do-something-right-now argument simply doesn't make sense.

2. There was no public hearing despite this bylaw triggering dramatic changes on the ground. The bylaw is more than just a clerical issue – it will, in the long run, change the landscape and island residents should therefore have had the opportunity for input.

The LTC justified their decision not to have a public hearing largely by claiming provincial Bill 44 applies to the Trust Area, even though they had written notice from the BC Housing Minister to the contrary. In my books, that's called deception, and, as such, is totally unacceptable behaviour for trustees. The deception continued long after receipt of the letter, right up until the day of the LTC special meeting.

Trustee Patrick suggested at the meeting that the bylaw may be used as a stepping stone for spot zoning (see Driftwood quote below). It is still unclear if spot zoning will be made possible by Bylaw 537 and if individual spot zonings will require a public hearing. This is all the more reason for the bylaw to be aired publicly: it may have far broader consequences than the public has so far been led to believe.

3. I understand that you have received a letter from Tollefson Law stating that Bylaw 537 is inconsistent with Salt Spring's OCP. This letter suggests to me that the suites bylaw which rezoned the mapped area several years ago may itself have been a violation of growth limits in our OCP. If so, expanding use on the lots to allow for a choice of either suite or detached ADU will be adding insult to injury.

4. The notice of the January 22 LTC meeting, which appeared twice in the Driftwood newspaper, was misleading as it announced only one reading of the bylaw. Instead all three happened at once. The effect of this was to allow extremely limited time for public input and to basically shut down all discussion of the bylaw. I sent a letter of objection regarding the bylaw, but it arrived too late to get into the agenda package, and now there is no further opportunity for me to voice my concerns. The bylaw was in every sense a rush job, and the procedural irregularities suggest the motivations for that are suspect.

5. Bylaw 537 was not referred to Tsawout First Nations who previously expressed opposition to Bylaw 530. But that didn't stop Trustee Laura Patrick from declaring at the January 22 meeting: "I feel comfortable that we have more than addressed [Tsawout] concerns that were raised.... So I am more than satisfied to move forward today with this bylaw, and I'm hopeful we will have a spot-zoning process created in the future." (As quoted in Driftwood – January 24, 2024) If there has been no further contact with the Tsawout, it seems Trustee Patrick had no basis for her statement. The Bylaw 530 staff report of October 12, 2023 states: "Tsawout First Nation indicated that the proposed bylaw raises concerns about the environmental impact, living capacity, and impacts to Tsawout First Nation's rights to its traditional territory…. Staff have had follow-up conversations with Tsawout regarding this referral response. **These conversations have been caveated by Tsawout as not comprising engagement or consultation.**"

Given all of these irregularities, I respectfully ask that you withhold your approval of Bylaw 537. At the very least, the LTC should hold off with all major rezoning initiatives pending completion of the upcoming OCP review.

Regards,

Frants Attorp

[redacted]

Salt Spring Island, BC [redacted]

From: Lesley B. <[redacted]>
Sent: Tuesday, January 30, 2024 11:33 AM
To: Peter Luckham
Cc: HOUS.minister@gov.bc.ca; Adam.Olsen.MLA@leg.bc.ca; Executive Admin
Subject: Bylaw 537 - Salt Spring Island
Attachments: 96780.jpg; Bill44-Housing Minister-LTC-LTR.pdf - https __islandstrust.bc.ca_document_response-from-minister-of-housing-regarding-bill-44_.pdf

Categories: Yellow category

Dear Chair Peter Luckham,

I am deeply concerned over the lack of transparency and democratic process regarding Bylaw 537 here on Salt Spring Island. A special meeting for Bylaw 537 was called by our LTC for January 22nd and advertised as required in our local paper on Jan 10th and 17th (see below). The advertisement stated that Bylaw 537 would be given "First Reading", mentioning nothing about the Second or Third Reading. Unfortunately, I am starting to believe this was done intentionally to mislead the public by downgrading the importance of this meeting so the Second or Third Reading could be given quietly without public input.

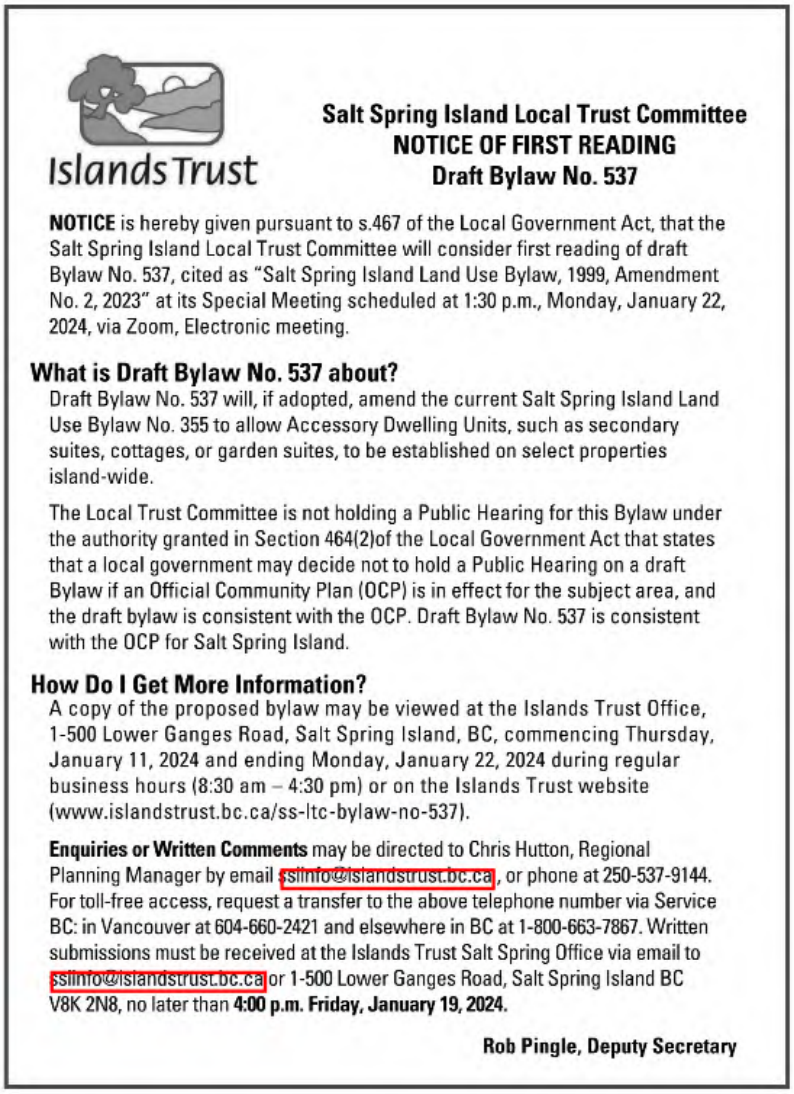
The lack of transparency and democratic process continues when our Trustees decided not to hold a Public Hearing for Bylaw 537, as is standard practice before the Third Reading is given, as they claimed BC's recent Bill 44 applies and therefore rescinds this requirement. However, there is a letter from the BC Housing Minister to our Chair Tim Peterson dated January 8th (see attached) notifying our LTC that the relevant parts of Bill 44 do not apply within the Islands Trust area because of our "preserve and protect" mandate. Our LTC not only kept quiet about this letter, but repeated the same falsehood in documents for the special LTC meeting on January 22nd, when Bylaw 537 received its three readings. Our Trustees and staff also claim a Public Hearing isn't necessary because it is "consistent with our OCP". The only basis for our Bylaw 537 being deemed consistent with our OCP is because our Trustees and staff keep saying it is. There is no existing analysis to support this claim and this was part of the reason for the downfall of the original Bylaw 530.

Further evidence of our LTC trying to supress public input was shown at the January 22nd meeting itself. The agenda for the meeting stated that the first fifteen minutes of the meeting were for the public to speak, and even though the agenda was not changed, no public input was allowed as per Chair Tim Peterson.

I am shocked over the lack of transparency and blatant disrespect for democratic process. As an individual elected to make decisions on behalf of the residents of the Islands Trust area, you are required to act in a manner that reflects the principles of good governance and good faith. Both which have been glaringly absent in the proceedings for Bylaw 530/537.

Sincerely,

Lesley Bulman
Salt Spring Island



Islands Trust

Salt Spring Island Local Trust Committee
NOTICE OF FIRST READING
Draft Bylaw No. 537

NOTICE is hereby given pursuant to s.467 of the Local Government Act, that the Salt Spring Island Local Trust Committee will consider first reading of draft Bylaw No. 537, cited as "Salt Spring Island Land Use Bylaw, 1999, Amendment No. 2, 2023" at its Special Meeting scheduled at 1:30 p.m., Monday, January 22, 2024, via Zoom, Electronic meeting.

What is Draft Bylaw No. 537 about?

Draft Bylaw No. 537 will, if adopted, amend the current Salt Spring Island Land Use Bylaw No. 355 to allow Accessory Dwelling Units, such as secondary suites, cottages, or garden suites, to be established on select properties island-wide.

The Local Trust Committee is not holding a Public Hearing for this Bylaw under the authority granted in Section 464(2)of the Local Government Act that states that a local government may decide not to hold a Public Hearing on a draft Bylaw if an Official Community Plan (OCP) is in effect for the subject area, and the draft bylaw is consistent with the OCP. Draft Bylaw No. 537 is consistent with the OCP for Salt Spring Island.

How Do I Get More Information?

A copy of the proposed bylaw may be viewed at the Islands Trust Office, 1-500 Lower Ganges Road, Salt Spring Island, BC, commencing Thursday, January 11, 2024 and ending Monday, January 22, 2024 during regular business hours (8:30 am – 4:30 pm) or on the Islands Trust website (www.islandstrust.bc.ca/ss-ltc-bylaw-no-537).

Enquiries or Written Comments may be directed to Chris Hutton, Regional Planning Manager by email ssiinfo@islandstrust.bc.ca, or phone at 250-537-9144. For toll-free access, request a transfer to the above telephone number via Service BC: in Vancouver at 604-660-2421 and elsewhere in BC at 1-800-663-7867. Written submissions must be received at the Islands Trust Salt Spring Office via email to ssiinfo@islandstrust.bc.ca or 1-500 Lower Ganges Road, Salt Spring Island BC V8K 2N8, no later than **4:00 p.m. Friday, January 19, 2024.**

Rob Pingle, Deputy Secretary

--

Lesley Bulman
[redacted]

Islands Trust

Salt Spring Island Local Trust Committee
NOTICE OF FIRST READING
Draft Bylaw No. 537

NOTICE is hereby given pursuant to s.467 of the Local Government Act, that the Salt Spring Island Local Trust Committee will consider first reading of draft Bylaw No. 537, cited as "Salt Spring Island Land Use Bylaw, 1999, Amendment No. 2, 2023" at its Special Meeting scheduled at 1:30 p.m., Monday, January 22, 2024, via Zoom, Electronic meeting.

What is Draft Bylaw No. 537 about?

Draft Bylaw No. 537 will, if adopted, amend the current Salt Spring Island Land Use Bylaw No. 355 to allow Accessory Dwelling Units, such as secondary suites, cottages, or garden suites, to be established on select properties island-wide.

The Local Trust Committee is not holding a Public Hearing for this Bylaw under the authority granted in Section 464(2)of the Local Government Act that states that a local government may decide not to hold a Public Hearing on a draft Bylaw if an Official Community Plan (OCP) is in effect for the subject area, and the draft bylaw is consistent with the OCP. Draft Bylaw No. 537 is consistent with the OCP for Salt Spring Island.

How Do I Get More Information?

A copy of the proposed bylaw may be viewed at the Islands Trust Office, 1-500 Lower Ganges Road, Salt Spring Island, BC, commencing Thursday, January 11, 2024 and ending Monday, January 22, 2024 during regular business hours (8:30 am – 4:30 pm) or on the Islands Trust website (www.islandstrust.bc.ca/ss-ltc-bylaw-no-537).

Enquiries or Written Comments may be directed to Chris Hutton, Regional Planning Manager by email sslinfo@islandstrust.bc.ca, or phone at 250-537-9144. For toll-free access, request a transfer to the above telephone number via Service BC: in Vancouver at 604-660-2421 and elsewhere in BC at 1-800-663-7867. Written submissions must be received at the Islands Trust Salt Spring Office via email to sslinfo@islandstrust.bc.ca or 1-500 Lower Ganges Road, Salt Spring Island BC V8K 2N8, no later than **4:00 p.m. Friday, January 19, 2024.**

Rob Pingle, Deputy Secretary

BRITISH
COLUMBIA

VIA EMAIL

Ref. 63779

January 8, 2024

Timothy Peterson, Chair
Salt Spring Island Local Trust Committee
Islands Trust
1-500 Lower Ganges Road
Salt Spring Island BC V8K 2N8
Email: rpingle@islandstrust.bc.ca; ssiinfo@islandstrust.bc.ca

Dear Timothy Peterson:

Thank you for your November 21, 2023, letter regarding the Salt Spring Island Local Trust Committee's (SS LTC) resolution requesting to be included within the *Housing Statues (Residential Development) Amendment Act*, 2023 (Bill 44) as if it were a municipality. My sincere apologies for the delay in response.

I appreciate learning that the SS LTC is interested in being included under the requirements of Bill 44 to help address the housing crisis on Salt Spring Island. The Province acknowledges that Salt Spring Island, like other Gulf Islands, faces unique housing challenges, including a lack of workforce housing and rental accommodation. I recognize that the SS LTC has proposed and advanced many actions over the past few years through the Housing Action Program to address Salt Spring Island's housing challenges, and I commend the SS LTC for all their work in this area.

.../2

Office of the Minister of Housing

Website: www.gov.bc.ca/housing

Mailing Address:
PO Box 9074 Stn Prov Govt
Victoria BC V8W 9E9
Phone: 236 478-3970

Location:
Parliament Buildings
Victoria BC V8V 1X4
Email: HOUS.Minister@gov.bc.ca

As you know, the Province recently passed Bill 44 in the fall of 2023. The *Islands Trust Act* has since been amended to exempt the Islands Trust from all small-scale multi-unit housing requirements (SSMUH), including those for secondary suites and accessory dwelling units (ADUs). The decision was made to exempt the Islands Trust from SSMUH requirements because of the Trust's special mandate to "preserve and protect the Trust area and its unique amenities and environment" and pre-existing limitations to critical resources like drinking water and waste disposal. If the SS LTC believes it is in the best interest of their community to enable SSMUH, the SS LTC can update its zoning bylaw accordingly and follow the Province's policy manual. It is my understanding that the SS LTC is already exploring potential amendments to their zoning bylaw to allow for ADUs in certain areas through the proposed Bylaw 530.

The Ministry of Housing has focused on ensuring that the Islands Trust has the information they need to inform their decisions around development without requiring that additional densities be allowed, which could negatively affect sensitive Island ecosystems. This is why the legislation requires the Islands Trust, in addition to all municipalities and regional districts, to update their Housing Needs Report using a robust, standard method to calculate the total number of homes needed over 20 years. The information from the Housing Needs Report will give the Islands Trust important information about where and what type of housing they should be prioritizing in their community. The Islands Trust is, however, exempt from the requirement to update official community plans and zoning bylaws by December 31, 2025.

Applying SSMUH requirements specifically to the SS LTC Area would require additional consultation and policy work to better understand how to balance Salt Spring Island's need for additional housing with the Trust's "preserve and protect" mandate, the Island's existing infrastructure capacity issues, and the interests of local First Nations and other affected parties.

Thank you again for writing.

Sincerely,

Ravi Kahlon
Minister of Housing

pc: The Honourable David Eby, KC
Adam Olsen, MLA

From: [redacted]
Sent: Tuesday, January 30, 2024 5:47 PM
To: Executive Admin
Subject: Do not pass bill 537

Dear Executive Committee Staff,

We wish to clearly say to you that we are opposed to the passage of Bill 537. We understand that the executive committee has the final say in this matter in it's meeting on Jan 31/24.

We think avoiding a public hearing is wrong and we are not convinced that this bill is consistent with the Official Community Plan.

The Provincial government's Bill 44 does not apply to the trust area.

By acknowledging this as it has done, the Provincial Government has re-affirmed its desire to preserve and protect this unique and beautiful place for the enjoyment of all British Columbians now and forever. This has always been, and continues to be, the Trust's central responsibility.

In our opinion Bill 537 is not consistent with this responsibility. Please do not pass this Bill.

Thank you.

Yours truly

Bill and May Henderson

STÁUTW FIRST NATION
7728 TETAYUT RD | SAANICHTON, BC | V8M 2E4

February 2, 2024

RECEIVED
FEB 09 2024
ISLANDS TRUST

Via email: pluckham@islandstrust.bc.ca

Islands Trust Executive Committee
200-1627 Fort Street,
Victoria BC V8R 1H8

Attention: Chair Peter Luckham

Re. Tsawout First Nation Objection to Proposed Salt Spring Bylaw 537

Dear Chair Luckman,

I hope this letter finds you well. I am writing to express the Tsawout First Nation's deep concern and continuing opposition to Bylaw 537, which was given three readings, and was passed subject to your approval, at the Salt Spring Local Trust Committee's electronic meeting on January 22, 2024.

In addition to our substantive concerns, which we previously articulated, we are seriously concerned with the process that was followed to pass this bylaw. We were not consulted or informed about this meeting and given no time to submit our objections before it. The Salt Spring LTC acted with undue haste, and with no opportunity for a public hearing at which we could have submitted our concerns. Furthermore, the published legal notice was inaccurate, stating that the meeting was for a first reading only, not three readings.

As you are aware, the Tsawout First Nation has the only reserve on Salt Spring Island, an extensive stretch of land at Fulford. This land would certainly be affected by misguided land-use decisions bordering it, and throughout the greater parts of Salt Spring Island that are unceded Tsawout territory. As we set out in our first letter of August 2022, and reiterated to the Saltspring LTC in June 2023 (copy attached):

> Tsawout First Nation holds unextinguished Aboriginal rights & title to the land and its resources within our traditional territory. As a signatory to the Douglas Treaty 1852, Tsawout has Treaty rights to hunt and carry on our fisheries as formerly, to the protection of our village sites, and to carry on our ĆELÁN̲EN (way of life) in perpetuity as guaranteed under the provisions of the treaty. Tsawout's Aboriginal and Treaty rights include the right to manage resources and to protect habitat where our rights can be exercised. These rights have been affirmed in several court cases.
>
> [The bylaw] will significantly change the environmental trajectory of the island by pushing the living capacity well past the standards that were

> originally outlined in the Salt Spring Island Official Community Plan. Furthermore, [the bylaw] does not address the potential impacts increased development and living capacity will have on Tsawout First nations rights to manage the traditional territory for now and future generations.

It is essential that the Islands Trust ensures meaningful consultation in good faith with the Tsawout First Nation. Our rights and needs, both present and future, must be addressed to our satisfaction in any decision-making process that may impact our lands and resources. Bylaw 537 has the potential to infringe upon these rights and could adversely affect the cultural, economic, and ecological wellbeing of First Nations. Although Bylaw 537, as drafted, has less reach than the previous Bylaw 530, Salt Spring LTC is proposing to enlarge its catchment once it is in force, by encouraging a program of spot-zoning to add density on demand. In its report on the special LTC meeting, the *Gulf Islands Driftwood* quotes Trustee Laura Patrick as saying: "I am comfortable that we have more than addressed [Tsawout FN] concerns...So I am more than satisfied to move forward today with this bylaw, and I'm hopeful we will have a spot-zoning process." *Driftwood*, January 24, 2023, page 3.

Salt Spring LTC has not addressed our concerns. They have simply found a way to scale the bylaw down to pass it, intending to expand it later. The Saltspring LTC lobbied us through much of last summer and fall, months after presenting a version of Bylaw 530 that was almost the same as Bylaw 537, and which we could not support. They then told us they would sponsor a potlatch to build a relationship for reconciliation, but never did so. Clearly, the Saltspring LTC did not believe they had addressed our concerns a few months ago. So why should they think so now?

I urge the Salt Spring Island Trust to take immediate action to engage in a meaningful and respectful consultation process with the Tsawout First Nation. Furthermore, I request that the Salt Spring LTC provide clear, timely and transparent information regarding proposed laws and development programs to the Tsawout First Nation, including adequate expert study of potential impacts on freshwater and seawater. It is also essential that the residents of Salt Spring Island are fully informed and aware of the implications of these Bylaws, particularly in relation to First Nation rights and interests. Failure to do so is another form of colonial governance denying the rights of First Peoples under international law and enshrined in the Constitution of Canada.

In conclusion, Tsawout First Nation strongly opposes Bylaw 537, and respectfully urges you to withdraw it, and to cease the Saltspring LTC's envisioned program to expand the bylaw's impact by easing "spot-zoning" applications for added settler population density. It is crucial that the Islands Trust upholds its commitment to reconciliation and engages in meaningful dialogue to ensure that our rights, as well as the natural environment on which all life depends, are respected, and protected.

We would welcome the opportunity to meet with you do discuss these concerns and build a more respectful relationship. Please feel welcome to reach out to our Lands Manager, Conrad Young to set up a meeting.
Sincerely,

Chief Abraham Pelkey

Encl.

cc. Tobi Elliott: telliott@islandstrust.bc.ca
David Maude: dmaude@islandstrust.bc.ca
Timothy Peterson: tpeterson@islandstrust.bc.ca
Conrad Young: landsmanager@tsawout.ca

January 4th, 2024

The Gabriola Local Trust Committee
Gabriola Island, BC

Dear Chair Luckham and Trustees Yates and Elliot.

We are deeply concerned about the present and future impacts of anthropogenic climate change on Gabriola Island, in the Trust Area as a whole, and everywhere else on our planet. Accordingly, we urge the Gabriola LTC to express to Trust Council that you support the Sue Big Oil initiative so that the Trust can deliver the goals of the Sue Big Oil declaration, including to:

- act urgently to tackle climate change and protect us from future heat waves, flooding, wildfires, drought and other climate impacts,
- join with other local governments to file a class action lawsuit to recover a fair share of our climate costs,
- allocate at least $0.5 per resident towards a community fund to sue Big Oil,
- build equitable and sustainable communities that put people and the planet before corporate profits, and
- cooperate with Indigenous peoples in doing so.

Yours sincerely

Fay Weller
Steven Earle
Deb Ferens
Greg Blee

From: Karen Ross <[redacted]>
Sent: Thursday, January 25, 2024 4:17 PM
To: Jimenez, Nicolas
Cc: Wil Cottingham; Denman Island Local Trust Committee; David Maude; [redacted]; josie.osborne.MLA@leg.bc.ca; reachme@danielarbour.ca; Kirk.Handrahan@gov.bc.ca; EC; Customer Relations
Subject: Re: Request for a meeting from Chair of Denman Island Local Trust Committee

Dear Nicolas,
Thank you for including the Hornby/Denman Ferry Advisory Committee (FAC) in your reply to correspondence
from the Denman Trust.

The FAC for our region consists of 12 islanders:
6 people from Denman and 6 people from Hornby.
For each island, included in those 6 FAC memberships is one representative/island from Island Trust.
The other five seats respectively,

1. the business community
2. emergency services
3. the local Ratepayers Group
4. education
5. health/seniors

Any discussions regarding limiting access to
the "shared ferry" should correctly involve representation from both Islands.
To recap, from Vancouver Island, Denman Island is serviced by one ferry, the Baynes Sound Connector. (BSC)
Currently, from Vancouver Island, Hornby Island is serviced by two ferries, the Kahloke and the BSC.
It is our understanding that the BSC is twice the size that the ferry would be if only serving one Island,
based on a fairly equal population living on each island.

For any discussions regarding changing the status quo of the BCF service to our islands, please continue to include the FAC.
The FAC represents a cross section of representatives, from both islands.
Our members have committed time (many cumulative years)
and energy (with thorough understanding of the working of our ferry system)
into providing measured advice to BCF regarding the provision of safe, affordable, reliable ferry service
to our ferry dependent communities.

Your respect towards these volunteers, in including our full group in discussions, is acknowledged.
In appreciation for your leadership,
Karen Ross
Chair, Hornby Denman Ferry Advisory Committee (Routes 21 and 22)

On Thu, Jan 25, 2024 at 9:34 AM Jimenez, Nicolas <Nicolas.Jimenez@bcferries.com> wrote:

> Good morning,
>
> Thank you for reaching out to request a meeting. I have attached a response to your request.
>
> Nicolas Jimenez (he/him)
>
> President and Chief Executive Officer
>
> **British Columbia Ferry Services Inc.**
>
> Suite 500-1321 Blanshard Street, Victoria BC V8W 0B7
>
> **C:** 604.250.1045
>
> nicolas.jimenez@bcferries.com
>
> **bcferries.com | Facebook | Twitter**
>
> BC Ferries acknowledges and respects the territories of Indigenous peoples on whose beautiful lands and waters our ships, offices, terminals, and work sites operate along the Pacific West Coast.

RECEIVED
FEB 06 2024
ISLANDS TRUST CONSERVANCY

Islands Trust, Victoria Office

200 – 1627 Fort Street

Victoria, BC

V8R 1H8

1 February 2024

Dear Islands Trust,

It is my understanding the federal government through Parks Canada is spending $10,000 per deer to cull abundant deer populations on Sidney Island and / or adjacent southern gulf islands. This price tag, besides being outrageous, is seen right through by us, the tax payers. It doesn't cost $10,000 to bag a deer, many are arguing. As well, local British Columbian hunters would and could do the job for free. I realize the island trust is not responsible for this insanity but can you please do something about pressure on the Parks Canada geniuses to stop blatantly wasting taxpayer dollars on this problem?

Apparently, many deer on Sidney Island were found dead without bullet wounds, simply from stress or heart attacks, according to friends of ours who live on the island. Wild times.

We cannot afford to spend $10,000 per deer, this must stop.

Sincerely,

Adam Medeiros

[redacted]

Mayne Island, BC, [redacted]

From: UBCM <ubcm@ubcm.ca>
Sent: Friday, February 2, 2024 12:16 PM
To: Clare Frater <cfrater@islandstrust.bc.ca>
Subject: Transit-oriented development | Engagement about proposed Land Act changes

THE COMPASS

News and information from the Union of BC Municipalities

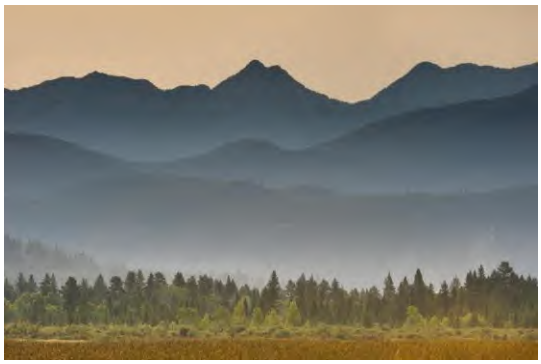
Summit Session: Transit-oriented development

Among the housing-related legislation passed by the Province in fall 2023 was Bill 47 which will legislate minimum density requirements around designated transit hubs. In a session at the 2024 UBCM Housing Summit, representatives from three BC cities with significant transit hubs will examine the implications of the bill. **Read more.**

UBCM HOUSING SUMMIT
LOCAL VISION. LOCAL ACTION.

Register for the 2024 UBCM Housing Summit

Engagement session for local governments on proposed Land Act amendments



The provincial government is proposing amendments to the Land Act to enable shared decision-making with Indigenous Governing Bodies, in keeping with Declaration on the Rights of Indigenous Peoples Act (DRIPA) agreements. UBCM met with provincial staff last week and requested the Province hold an engagement session for local governments to learn more about these amendments.

This is being held **February 21**, and written feedback can be submitted to the Province until March 31.

Read more

BC's population growth at highest rate since the 1970s

A report prepared by BC Stats shows that British Columbia's population growth rate has surged over the past three years due to higher national immigration targets. Nearly 150,800 migrants came to the province in 2022, roughly 52,000 of whom were permanent immigrants. In 2023 the population of BC experienced an annual growth rate above 3%, marking the highest annual increase since the 1970s.

Read more

Copyright, Union of British Columbia Municipalities 2024

Union of BC Municipalities | 525 Government Street, Victoria, V8V 0A8 Canada

Unsubscribe cfrater@islandstrust.bc.ca

Update Profile | Constant Contact Data Notice

Sent by ubcm@ubcm.ca powered by

Try email marketing for free today!

Info@friendsofthegulfislands.ca
https://www.friendsofthegulfislands.ca

To: Executive Committee Date: February 5, 2024
Sent Via Email: execadmin@islandstrust.bc.ca

Dear Executive Committee Trustees

Re: questions submitted by the Friends of the Gulf Islands Society

I am writing this letter as a follow-up to two pieces of correspondence submitted to you in the fall of 2023 by the Friends of the Gulf Islands. The two letters asked a number of specific questions, but to date we have not received any response to them.

The Islands Trust as a government agency holds itself to transparency and responsiveness with respect to public enquiries. Will we be receiving a response to the questions posed in the two letters in the near future?

For your convenience, the specific questions from each letter have been extracted and are listed below:

November 1, 2023 letter to Trust Council regarding the September 2023 Trust Council in-camera meeting:

Regarding the in-camera process:

- 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?
- 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?
- Is the "Consensus" a decision by trustees through a vote and if so, was it unanimous or not?
- If there was no vote, how was it agreed to?
- Does the text on page 2 of the Report reflect what trustees voted on?
- Were First Nations consulted in arriving at the new interpretation of the Act?

Regarding actions after the closed meeting:

- 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?

- 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?
- 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?

December 11, 2023 letter to Executive Committee regarding the September 2023 Trust Council in-camera meeting:

- Was this report referenced at any time by the Governance Committee and/or in the Trust Council in-camera meeting on the interpretation of the Object on September 26? (i.e. 1986 Trust Council approved interpretation of unique amenities and environment).

Addendum to the question: a report on the January 15, 2024 agenda of the Governance Committee seems to provide an answer. The Briefing report from Chair Gedyes indicates the Governance Committee was not aware of the 1986 Trust Council interpretation. By extension, it would seem it was also not provided to Trust Council during their September in-camera meeting. The 1986 interpretation provides a much more complete view of the mandate and may well have had an influence on the in-camera deliberations.
The report provides an answer to our original question of December 11 but raises another.

- Why wasn't this past Trust Council interpretation brought to the attention of the Governance Committee and/or Trust Council during their respective in-camera deliberations, given its relevance?

Thank you for your attention this matter,

Kees Langereis, Director,
Friends of the Gulf Islands Society

Directors:
Maria del Carmen de Menyhart, Galiano Island
Peter Easthope, North Pender Island
Alix Hodson Deggan, Gabriola Island
Jennifer Margison, Galiano Island
Maxine Leichter, Salt Spring Island
Steve Wright, South Pender Island

Cc Adam Olsen, MLA

From: Statistics Canada / Statistique Canada <statcan.electroniccollection-collecteelectronique.statcan@statcan.gc.ca>
Sent: Thursday, February 8, 2024 7:07 AM
To: Clare Frater <cfrater@islandstrust.bc.ca>
Subject: 2026 Census of Population Dissemination Consultation / Consultation sur la diffusion des données du Recensement de la population de 2026

La version française suit le texte anglais.

Hello,

Statistics Canada is conducting a public consultation on the **2026 Census of Population Dissemination** starting **January 9, 2024**, to **March 31, 2024**. We encourage you to participate in this online consultation and invite you to forward information about it to other census data users.

If you have already participated in the consultation and provided your feedback, please accept our thanks, and disregard this notice. If not, there is still time to participate!

Your feedback is valuable

The online consultation questionnaire is designed to give data users an opportunity to provide feedback regarding the dissemination strategies associated with the 2021 Census of Population product and service line (including geography products) within the Census Program at Statistics Canada. The information gathered during consultations will help Statistics Canada measure satisfaction and gather suggestions with a view to provide input into the 2026 Census of Population dissemination product and service line, and release strategy.

Comments collected during the consultation may be published anonymously in the 2026 Census of Population Content Consultation Report, which will be available on the Statistics Canada website in the fall of 2024.

Your participation is easy and secure

Accessing the questionnaire

To start the online consultation questionnaire, click on the link below:

Complete the consultation questionnaire

If the **Complete the consultation questionnaire** link does not open:

- Copy the link (https://surveys-enquetes.statcan.gc.ca/form-formulaire/en/login-connexion/load-charger/eqgse8b5fe78c08b4c84bd3e1cd7bb7fa3e7) and paste it into the address bar of your web browser.

Please submit your completed questionnaire by **March 31, 2024**.

Although voluntary, your participation is important so that the information collected is as accurate and complete as possible. Statistics Canada is committed to respecting the privacy of consultation participants. All personal information collected by the agency is protected by the *Privacy Act*.

If you do not wish to take part in this public consultation, please send an email to the Census Dissemination Consultation team: statcan.censusconsultation-consultationrecensement.statcan@statcan.gc.ca.

For consultation related inquiries

Contact us Monday to Friday (except holidays), from 8:30 a.m. to 4:30 p.m. (Eastern Time).

- 1-800-263-1136 (TTY: 1-800-363-7629*).
- infostats@statcan.gc.ca

For technical assistance or other inquiries

- infostats@statcan.gc.ca

*Note: If you use an operator-assisted relay service, you can call us during regular business hours. You do not need to authorize the operator to contact us.

For additional information, please visit: www12.statcan.gc.ca/2026disseminationconsultation.

Thank you in advance for your participation.

Geoff Bowlby

Director General | Directeur général
Census Management Office | Bureau de gestion du recensement
Statistics Canada | Statistique Canada

From: Theresa Dennison <tdennison@avicc.ca>
Sent: Friday, February 9, 2024 12:58 PM
To: AVICC Info <info@avicc.ca>
Subject: 2024 AVICC AGM & Convention: REGISTRATION IS NOW OPEN!

Please forward to elected officials, the CAO, Corporate Officer, and their administrative support personnel:

Hello AVICC Members,

The 2024 AVICC AGM & Convention is just over two months away and planning is well-underway. We are looking forward to welcoming our delegates to beautiful Victoria April 12-14, 2024. AVICC is excited to be guests in the territories of the Songhees and Esquimalt First Nations for this year's conference. The City of Victoria are our hosts, and the City of Langford and the Districts of Saanich and Highlands have contributed as co-hosts for the event. I would like to thank these organizations, as well as our sponsors and other partners for all their support towards making AVICC's 75th AGM and Convention a success! The Resolutions Deadline passed this week, and we had a record number of submissions; we appreciate your engagement in this process.

Attached is a brochure that highlights the program, including information about our Keynote Speaker, Diane Kalen-Sukra, and about our pre-convention tours, workshops and forums. More detailed information about the sessions, speakers and events will be available early next month when the program is published. We are excited to announce that registration for the 75th AVICC AGM & Convention is now available at the following link:

https://www.civicinfo.bc.ca/event/2024/AVICC.

For further information about the convention please see our website. Updates will be posted on as they become available. Feel free to reach out if you have any questions.

Sincerely,

Theresa Dennison
Executive Coordinator | Association of Vancouver Island and Coastal Communities

236.237.1202
tdennison@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

This email is confidential and may be privileged; it is for the use of the named recipient(s) only. If you are not an intended recipient of this email, please notify the sender immediately and do not copy or disclose its contents to any person or body. Any use of this email by an unintended recipient is prohibited.

WELCOME FROM AVICC PRESIDENT PENNY COTE

This year the Association of Vancouver Island and Coastal Communities is excited to be back in Victoria, BC to celebrate 75 years at our 2024 AGM & Convention. AVICC is excited to be guests in the territories of the Songhees and Esquimalt First Nations for this year's conference. The City of Victoria are our hosts, and the City of Langford and the Districts of Saanich and Highlands have contributed as co-hosts for the event. As President of AVICC, I would like to thank these organizations for all their support in welcoming our members to their community.

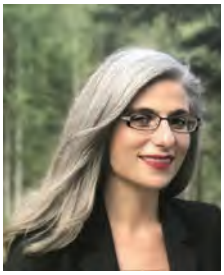
The Convention's business and social sessions will be held at the Victoria Conference Centre (VCC) in downtown Victoria. The VCC is a spacious and comfortable facility that suits our convention well. We appreciate the support of our host community in making the conference centre available to us, as well as their involvement in setting the program for our delegates.

The AVICC Executive is excited about the range of sessions available at this 75th year's Convention. I am very happy to announce our keynote speaker, Diane Kalen-Sukra. Some background on Diane is included below, and we look forward to having her share her fascinating message with us at the Convention opening.

Details on the pre-Convention Friday tours and sessions are also included in this brochure, as are highlights of the business sessions that will be offered during the regular Convention. We'll be sending out more information on the Convention sessions in the coming weeks, and updates to the program will be posted on the website at www.avicc.ca.

Registration is now open online at https://www.civicinfo.bc.ca/event/2024/AVICC

KEYNOTE SPEAKER: DIANE KALEN-SUKRA



Diane is an acclaimed author, speaker, and culture transformation expert, sharing insights from over two decades of senior leadership, including national CBC television producer, public sector executive and her award-winning tenure as city manager. Diane's published works include *Save Your City and Civic Resilience*, as well as regular columns in *Municipal World* and *Public Sector Digest*. Her most popular book, *Save Your City: How Toxic Culture Kills Community and What to Do About It* calls for a revival of civic values and civic education as key to fostering the type of culture that can sustain us, our democracy and our planet.

She is the founder of Kalen Academy, which offers online training for civic leaders. Her newsletter **Civic Wisdom**, shares timeless principles and modern insights for current and aspiring leaders (SaveYourCity.ca/newsletter). Diane is an educator and certified culture transformation consultant, certified Emotional Intelligence EQ-i 2.0 practitioner and certified compassionate integrity facilitator. She has municipal law and administration training from the University of Victoria and is a Certified Municipal Clerk with the International Association of Municipal Clerks. Diane is a political science graduate of University of Toronto's Trinity College and earned a master's degree in political science from York University.

Diane was born with the gift of encouragement and desire for everyone to thrive and meet their potential. Her core belief is that as social beings, we flourish in healthy sustainable communities where good governance, servant leadership and compassionate culture support the well-being of all.

PROGRAM IN BRIEF

FRIDAY, APRIL 12, 2024

8:30 am	Tours – Metchosin Farm-to-Table Tour
8:30 am	Tours - Saanich Forestry Centre Tour
9:00 am	Workshop: housing, Housing, HOUSING!
11:30 am	Chiefs, Mayors, and Chairs Forum and Lunch
11:30 am	Electoral Area Directors Forum and Lunch
2:00 pm	Official Opening Keynote Address: Diane Kalen-Sukra
4:00 pm	Provincial Address
4:30 pm	Plenary Session: Advancing the TRC Calls to Action
5:30 pm	Welcome Reception

SATURDAY, APRIL 13, 2024

7:30 am	Working Breakfast: Inclusive Governance
8:30 am	AGM & Resolutions UBCM President's Address
Noon	Delegates Lunch
1:30 pm	1st Concurrent Workshop Sessions
3:00 pm	2nd Concurrent Workshop Sessions
6:30 pm	Pre-Banquet Reception
7:30 pm	Dinner & Band: the Timebenders

SUNDAY, APRIL 14, 2024

7:30 am	Networking Breakfast
8:30 am	Address by Provincial Representatives
9:00 am	Plenary Session: Striking the Balance: Engagement and Respect
10:30 am	Resolutions & Late Resolutions Installation of New Executive Grand Prize Award
Noon	Adjourn

FRIDAY PRE-CONVENTION PROGRAM

Study Tour: 'Saanich Forestry Centre Tour'

8:30-11:30, Friday, April 12, 2024
Cost: $45

Healthy forests start with healthy seeds and that's been a big part of our business for more than half a century.

Today the Saanich Forestry Centre (SFC), owned and operated by Western Forest Products, is a centre of excellence for the research, breeding and growing of high-quality coastal tree seeds and seedlings. The four million trees our 27 greenhouses produce each year are planted across the coast of British Columbia supporting biodiversity, tackling climate change and creating long-term community benefits.

Join us for this tour of the Centre's seed orchard, research station and greenhouses to see how today's seeds are tomorrow's climate champions.

Study Tour: 'Metchosin Farm-to-Table Tour'

8:30-12:30, Friday, April 12, 2024
Cost: $70

Join us for a unique farm-to-table experience in beautiful Metchosin! See first-hand how food production is sustainable in our own communities.

We will start our adventure at Stillmeadow Farm, A family operation for 70 years, Stillmeadow Farm raises lamb and pork, and produces hay and grain, and their own feed. Our customers include butchers and restaurants in Victoria and the Mainland. Animal welfare, environmental protection, and continuation of genetics for rare and endangered breeds are priorities for the farm. We will then enjoy a leisurely walk next door to Sea Bluff Farm – a 10-acre piece of land with a unique micro-climate that grows especially delicious fruits and vegetables, and features a farmstand and intimate event space.

After the tour, delegates will be treated to a delicious lunch made from ingredients produced at these farms. Lunch will be served in an outdoor event space, beautifully constructed of wood, and nestled in a Garry Oak Grove overlooking the farm. They will enjoy networking time with their colleagues before being returning by bus to the Convention Centre.

THANK YOU

to the **City of Victoria**

The The host community for the 2024 AGM & Convention is the City of Victoria, with contributions made by the City of Langford and the Districts of Saanich and Highlands. Mayor Marianne Alto and Council, and the contributing communities from the Greater Victoria area are thanked for their generous hospitality.

City of Victoria staff have been involved in the planning of the Convention. Special thanks to them for their enthusiasm and assistance.

All local contributors are thanked for their support in making the 2024 AGM & Convention a terrific experience for all.

CITY OF VICTORIA

FRIDAY PRE-CONVENTION PROGRAM

housing, Housing, HOUSING!

9:00-11:30, Friday, April 12, 2024
Cost: $30

The housing crisis in BC is urgent and demands substantive actions. Local governments across the Province are taking concrete steps to address the crisis and are collaborating for meaningful, focused partnerships with other levels of government, and public and private sector organizations to increase the housing supply in BC. This session, moderated by City of Duncan Mayor Michelle Staples and City of Courtenay Mayor Bob Wells, will cover a variety of housing related topics, highlighting the challenges and successes when addressing this crisis for all BC residents. The conversation will include insights for all local governments, from small, remote, rural and recreational communities to large urban centres, and everything in between.

The Ministry of Housing will provide an overview of the objectives and execution of the Short-Term Rental Accommodations Act, with a particular focus on key considerations and implications for local governments. The legislation aims to give local governments stronger tools to enforce short-term rental regulations, return short-term rental units to the long-term rental market, and establish a new provincial role in the regulation of short-term rentals.

We will hear from Strathcona Regional District Director, Mark Vonesh, representing Area B – Cortes Island, who this year is to be the first community in BC to use the MRDT tax entirely for housing (see article). The Strathcona Regional District are in the midst of forming their own Housing Service so that they can play a bigger role in housing development in the region (see article).

Casey Edge has been the Executive Director of the Victoria Residential Builders Association for 22 years and does research and housing policy ranging from the National/ BC Building Codes, to taxation and rezonings. He will present the perspective of a panel of builders who will discuss the challenges and solutions for building new housing including the "missing middle" (townhomes, and small multi-family.) From permit processes to building codes, the panel will cover real world challenges and solutions.

Mayors Staples and Wells will highlight successes to our housing and homelessness challenges as a result of deep levels of collaboration. This panel will discuss what worked, what didn't, and will emphasize the benefits of the outcomes, cost savings, on multiple levels and the positive impacts to economic and social health, well-being and safety and also speak to the challenges faced when working together, including changes to people around the table over time.

Join us for a solutions-based and multi-perspective discussion on how all local governments can take collaborative action to improve the housing supply in our region to the benefit of all BC residents!

FRIDAY PRE-CONVENTION PROGRAM CONT'D

Chiefs, Mayors & Chairs Forum and Lunch

Cost $55
Time 11:30 pm to 1:30 pm

Modern community safety and well-being needs a collective approach to complex issues, such as declining civility and social cohesion, increasing social disorder, inadequate housing supply and homelessness, poverty, inequality, addictions, mental and physical health challenges, criminal activity, and other factors. This session, led by Mayor Alto, will bring local government leaders together over lunch to discuss, examine, and share tactics and approaches focusing on an intentional, balanced, practical re-imagining of safety and wellbeing in our communities. This forum is open to Mayors, Regional District Chairs and First Nations leaders. Lunch will be provided from 11:30am.

Electoral Area Forum and Lunch

Cost $55
Time 11:30 am to 1:30 pm

This forum is designed for EA Directors and RD staff. Lunch will be provided from 11:30 am.

The EA Forum became a regular session at the AVICC Convention in 2016. The Forum provides an excellent opportunity to discuss issues that are common to many electoral areas. As an EA Director we may often feel that we are unique in the challenges we might have in our area, but by attending the Forum soon realize that there are many shared issues. What is most important from the Forum is that we can identify paths to advocate to senior governments to effect change and turn our collaboration into action. A louder voice is better heard.

CONVENTION PROGRAM

The Program Format

The 2024 program will integrate the regular business of the annual general meeting, debate on resolutions and holding of elections with a variety of presentations and workshops on topical issues, addresses by key political speakers and opportunities for networking.

Invitations have been extended to BC Premier, David Eby; Leader of the Official Opposition, Kevin Falcon; Leader of the BC Green Party, Sonia Furstenau; Minister of Municipal Affairs, Anne Kang; and UBCM President, Trish Mandewo.

A draft of the detailed program is expected to be available by early-March on the AVICC website. In order to accommodate emergent issues, the program does not become final until just prior to the AGM & Convention.

Some program highlights that have been confirmed include:

- Advancing the TRC Calls to Action
- Striking the Balance: Engagement and Respect
- First Nations Property Taxation
- Community Preparedness & Resiliency to Wildfire – Tools and Resources
- Inclusive Governance
- Open & Closed Meetings: Why Should You Care?
- Cleaner Energy Future
- Vancouver Island Circular Economy Accelerator Project
- Oceans, Oceans, Oceans!

There are some other sessions under development that will be detailed when the program is announced

RESOLUTIONS PROCESS

UBCM urges members to submit resolutions first to Area Associations for consideration. Resolutions received prior to the **February 7, 2024** deadline will be processed and included in the Annual Report and Resolutions book that will be emailed to members in late-March.

Late Resolutions:

Resolutions received after the deadline are considered "late" but will be accepted by the Secretary-Treasurer up until noon, **Wednesday, April 10, 2024**.

Members are reminded that, to be admitted for debate, a late resolution must be deemed to be of an urgent or emergency nature and should address an issue that has arisen after the February 7th deadline date.

The Resolutions Committee will review all late resolutions and prepare a report to the Convention including a recommendation as to whether the resolution meets the criteria and should be admitted for debate.

Members can also propose a resolution from the floor of the Convention on Sunday, April 14th, and members will vote on whether to admit the resolution for debate. See the convention rules around resolutions in the Annual Report and Resolutions Book that has guidelines for distributing printed materials to delegates for off the floor resolutions.

Reminder

Late Resolutions Deadline
April 10, 2024
Noon
See www.avicc.ca for details

NETWORKING & SOCIAL EVENTS

A key objective of the AVICC Convention is providing delegates with the opportunity to connect with colleagues and develop new relationships. Members can share experiences and learnings to take back to their communities. There will be several opportunities to break bread with each other at the breakfasts on Saturday and Sunday morning, the morning and afternoon refreshment breaks, Saturday's Delegates Lunch, the Friday evening receptions and the Saturday evening Annual Banquet.

2024 Welcome Reception

The Welcome Reception will be held from 5:30-7:30 pm Friday evening in the Victoria Conference Centre just outside the main ballroom. The Trade Show will be open for delegates to peruse while enjoying refreshments. Admission for delegates is already included in the delegate registration fee. Additional tickets may be purchased for guests through the on-line registration form on CivicInfo.

Annual Banquet

The Banquet will be held in the Crystal Ballroom at the Fairmont Empress Hotel There will be entertainment from "the Timebenders" that will get us up and dancing after the 3-course meal.

Back by popular demand, the Timebenders Experience is a musical romp through the ages featuring the best dance music and outrageous impersonations of the greatest stars over the last 60 years. A very fast-paced and high-energy presentation with amazing costume changes and up-beat choreography. We look forward to seeing our delegates' best dance moves!

Island Good

The Vancouver Island Economic Alliance (VIEA) is a collaborative partnership spearheading regional economic development for the Vancouver Island region. VIEA has established the Island Good brand with its range of products sourced from local suppliers that is increasing sales and market share for Vancouver Island and Gulf Island products.

Created by VIEA in 2018, Island Good achieved an astounding 16.4% sales lift over 6 months in 45 grocery stores. In 2018, VIEA established that henceforth, all food and beverage served at its annual Economic Summit would be Island Good. AVICC is following this lead at our AGM and Convention by requesting Island Good products whenever possible.

Trade Show

As in past years, AVICC will host a Trade Show adjacent to the main meeting room. Many of our sponsors will be staffing information booths – please thank them for supporting our Convention and allowing us to keep our fees the lowest of all the area associations in BC.

The Trade Show will be open Friday afternoon and during the Welcome Reception, and then from breakfast on Saturday through to a 3:00 pm close after the Saturday afternoon networking break.

ELECTIONS PROCESS

AVICC members elect directors during the AGM & Convention to ensure the directions set by the general membership are carried forward. The Executive also provides direction to AVICC between Conventions.

The following positions are open for nomination:

- President
- First Vice President
- Second Vice President
- Director at Large (3 positions)
- Electoral Area Representative

The deadline for nominations to be included in the *Report on Nominations* was February 7th. However, nominations are still accepted at Convention from the floor.

Elections for the 2024/25 AVICC Executive Committee will be open to all members, not just those in attendance at the in-person convention.

For further information on the elections process, please email info@avicc.ca or visit www.avicc.ca.

REGISTRATION

Online registration is available through CivicInfo at:

https://www.civicinfo.bc.ca/event/2024/AVICC

Fees

Register early to take advantage of the early bird discounted rates. Please note the cancellation deadline of March 31st.

	Early Bird by Mar 22nd	Late after Mar 22nd
Member	$ 400	$ 460
Non-Member	$ 480	$ 555
Welcome Reception	$ 45	$ 55
Annual Banquet	$ 125	$ 140

The Welcome Reception is included with delegate registration. Tickets are available for guests and must be purchased ahead of time to ensure availability.

Cancellation Policy

Full Refund: cancellations by March 29th at 4:30 pm
No Refunds: cancellations after March 29th at 4:30 pm
Cancellations must be emailed to info@avicc.ca.

Delegates who need to cancel due to illness (including experiencing symptoms consistent with COVID) immediately prior to the Convention (April 10th and April 11th) will receive a refund for registration fees less a $75 administration fee to help defray costs to AVICC.

LOGISTICS

Convention Venue

All business sessions will be held at the Victoria Conference Centre located at 720 Douglas St in Victoria, BC

Parking

Parking is available for a fee at the Victoria Conference Centre.

Internet

The Victoria Conference Centre has complimentary WiFi for delegates.

Accommodations

Several hotels have been identified as accommodation providers for Convention delegates. Visit the AVICC website for hotel booking information.

TOURISM

Destination Greater Victoria will have a booth on-site right next to the registration booth. The Tourism booth will be staffed by locals who can make recommendations on places to visit, shop and eat in the region.

There is also a great deal of information on their website at Tourism Victoria if you'd like to do some planning before you arrive. Take a look and you may decide to extend your visit to Nanaimo to see all that the region has to offer.

MORE INFORMATION

The most current information will be posted on the AVICC website. Please check back regularly for updates.

For specific questions, please contact:

Theresa Dennison, AVICC Secretary-Treasurer
email: info@avicc.ca
Telephone: 236-237-1202

CODE OF CONDUCT

In keeping with practice at the UBCM Convention, AVICC will again have a Code of Conduct for this year's AVICC Convention. The online registration form is linked to a form outlining the Code. By registering, delegates are acknowledging that they are aware that they are expected to adhere to the 2024 Code of Conduct.

ASSOCIATION OF VANCOUVER ISLAND AND COASTAL COMMUNITIES CONVENTION CODE OF CONDUCT

2024 Convention

The AVICC Executive has implemented a code of conduct for convention participants based on the following principles.

1. The primary purpose of the annual AVICC Convention is to provide the membership with an opportunity to set the Association's policy direction for the year ahead.
2. The Convention also provides delegates with an opportunity to learn, share and meet with other local, provincial and federal government officials in addition to other associations that are interested in engaging with local governments.
3. All delegates and convention participants have the right to a safe, fun and enjoyable experience. AVICC will not tolerate any communication or behaviour that demeans, threatens, or harasses anyone at its events.
4. All participants at the Convention, regardless of their employer, their position, their perspectives or priorities will treat others, and be treated, in a respectful, understanding and cooperative manner and behave in a manner that is respectful to other participants and their guests, and will not do anything that threatens the health, safety, security, or dignity of other participants or their guests.
5. Only local elected officials who are AVICC members are entitled to speak and vote on matters put forward to the membership. However, the annual Convention is open to the public, and anyone may attend the Convention so long as they register.
6. All AVICC members are viewed as equal regardless of their population, location, or their ability to attend the annual convention.
7. Participants are expected to adhere to this Code of Conduct at AVICC and other non-AVICC organized events associated with the Convention; and will be required to sign a confirmation that they have read, understood, and agree to this Code of Conduct at time of registration.
8. Breaches of the code of conduct will be addressed by the AVICC Executive, who may follow the Complaint & Enforcement Process, and Remedies as outlined in the UBCM Convention Code of Conduct.

From: Union of BC Municipalities <ubcm@ubcm.ca>
Sent: Tuesday, February 13, 2024 5:46 PM
To: Clare Frater <cfrater@islandstrust.bc.ca>
Subject: Housing Summit Day 1: Building Capacity to Address BC's Housing Crisis

UBCM
HOUSING SUMMIT
LOCAL VISION.
LOCAL ACTION.

Building Capacity to Increase Housing Supply

The transformation of BC's housing development system through recent legislation will require local governments throughout the province to remake local zoning and planning to integrate the new provincial rules. The scale of the work is considerable, as it touches on

all aspects of local policy that relate to building sustainable communities, and needs to be completed within tight timelines.

Housing the Next Million British Columbians

A panel of six mayors discussed the view from their cities as BC faces population growth of one million people over eight years, and the suite of legislative initiatives designed to increase housing supply. They covered topics from the need for infrastructure to match increased density; reimagining what it looks like to live in dense cities; and the need for legislatively protected affordable housing.

Read More

Taking Stock of BC's Affordable Housing Needs

A panel of experts spoke to Summit participants about the need for affordable housing in BC, and various ways they have worked to improve the situation. Don Elliot with the Capital Region Housing Corporation shared what that regional district has done to build protected non-market rentals in the greater Victoria region. Mayor Janice Morrison of Nelson shared the approaches Nelson has developed to increase affordable gentle density, through creative partnerships. Katie Maslechko spoke of the old rental stock the Rental Protection Fund is helping to buy, to keep as existing affordable rental units. And the Executive Lead for the **newly launched BC Builds** program, Lisa Helps, described the new provincial program to build attainable housing for middle-income British Columbians.

A message from UBCM's President Trish Mandewo as the Summit begins:

Kahlon took questions from UBCM members

In a question-and-answer period, provincial Housing Minister Ravi Kahlon took questions from UBCM members. Issues covered: supporting local governments to require developers to actually build the housing councils approve; matching infrastructure funding to housing targets; non-profit partnerships; staff capacity coordination opportunities; and more.

Small Scale Multi-Unit Housing as seen by all sizes of BC communities

The consensus among the two breakout sessions on small-scale multi-unit housing changes, which will allow multiple homes on single family lots across the province, is that the SSMUH legislation is not a silver bullet and that no immediate increase in density is expected. The breakouts were divided into small and mid-sized communities, and large urban cities. Both groups said infrastructure was the number one challenge facing their communities to implement the required changes. Staffing and capacity were unanimously the second and third challenges listed.

Small Mid-Sized

Large urban

UBCM

Union of BC Municipalities | 525 Government Street, Victoria, V8V 0A8 Canada

Unsubscribe cfrater@islandstrust.bc.ca

Update Profile | Constant Contact Data Notice

Sent by ubcm@ubcm.ca powered by

Constant Contact

Try email marketing for free today!

ISLANDS TRUST CONSERVANCY
Protecting Islands in the Salish Sea

February 13, 2024 File Number: NP-NAP-2024.1

Kris Nichols, Manager
Land Use, Planning & Regional Impacts Branch
Local Government Division
Ministry of Municipal Affairs
Sent by email to: Kris.Nichols@gov.bc.ca

Re: Ministerial Approval of conservation covenant acquisition application, North Pender Island

Dear Kris,

On February 2nd, 2024, Islands Trust Conservancy (ITC) received a conservation proposal for a Natural Areas Protection Tax Exemption Program (NAPTEP) conservation covenant, for a property at 3330 Port Washington Road, North Pender Island (PID 005-837-651). As per Minister Kang's letter of January 29th 2024 to the ITC Board, I am forwarding this application for further ministerial approval.

ITC staff has conducted a basic review of this NAPTEP application, and have confirmed that that it meets eligibility criteria for NAPTEP and aligns with ITC policies for conservation projects. Staff will conduct a site visit and prepare a staff report for ITC Board review at the March 19, 2024 board meeting.

We would appreciate information from your office as to expected process and timeline for ministerial approval of this conservation proposal. Additionally, please advise us what we should communicate to the applicant about these topics.

As per our procedure, we will also be referring this application to First Nations, as determined using the Consultative Areas Database. Our query of the database indicates that we should contact:

Semiahmoo First Nation	Penelakut Tribe
Tsawout First Nation	Halalt First Nation
Tsawwassen First Nation	Ts'uubaa-asatx First Nation
Pauquachin First Nation	Cowichan Tribes
Tsartlip First Nation	Lyackson First Nation
Tseycum First Nation	Stz'uminus First Nation
Snuneymuxw First Nation	Malahat Nation

Please let us know if the Ministry would like us to engage with any other First Nations.

I look forward to working with you to protect natural values in the Islands Trust Area. To discuss this or other applications, please contact me at (250) 405-5176 or kmartell@islandstrust.bc.ca.

Sincerely,

Kathryn Martell
Ecosystem Protection Specialist
Islands Trust Conservancy

Encl.: Doris McHardy NAPTEP Application Form
EC: ITC Board
Islands Trust Executive Committee

ISLANDS TRUST CONSERVANCY
Protecting Islands in the Salish Sea

February 13, 2024 File Number: GB-NAP-2023.1

Kris Nichols, Manager
Land Use, Planning & Regional Impacts Branch
Local Government Division
Ministry of Municipal Affairs
Sent by email to: Kris.Nichols@gov.bc.ca

Re: Ministerial Approval of in process conservation covenant acquisition, Gabriola Island

Dear Kris,

On May 30th, 2023, the Islands Trust Conservancy (ITC) Board reviewed a conservation proposal for a Natural Area Protection Tax Exemption Program (NAPTEP) conservation covenant on Gabriola Island (PID: 005-788-447) and passed the following resolution:

> **ITC-2023-017**
> **It was MOVED and SECONDED,**
> that the Islands Trust Conservancy Board approve the conservation proposal submitted by Yarrow Koontz, to place a NAPTEP covenant on approximately 2.5 ha of Gabriola Island, PID: 005-788-447, 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, to protect wetlands, maturing forest, and sensitive riparian and cliff habitats.

This NAPTEP proposal was reviewed and approved by the ITC Board after expiry of the ITC Plan in December 2023. Accordingly, as per Minister Kang's letter of January 29th 2024 to the ITC Board, I am forwarding this application for ministerial approval.

In July 2023, ITC staff referred this application to the following First Nations, as determined with a query of the Consultative Areas Database, requesting a reply within 6 weeks:

Snuneymuxw First Nation
Penelakut Tribe
Halalt First Nation
Ts'uubaa-asatx First Nation
Cowichan Tribes
Lyackson First Nation
Stz'uminus First Nation

ITC received a response from Ts'uubaa-asatx Nation that they did not have any comments to provide regarding this application at that time. We did not receive any other responses. Attached to this letter you will find a copy of the template letter, referral package, and a First Nations communications and interest log.

We would appreciate information from your office as to expected process and timeline for this ministerial approval as soon as possible as the landowner is beginning to undertake costly components of the application process, including:

- a survey (within the next two weeks),
- a baseline report, beginning in April 2024, and
- an appraisal, beginning in May 2024.

Additionally, please advise us what we should communicate to the applicant about these topics.

I look forward to working with you to protect natural values in the Islands Trust Area. To discuss this or other applications, please contact me at (250) 405-5176 or kmartell@islandstrust.bc.ca.

Sincerely,

Kathryn Martell
Ecosystem Protection Specialist
Islands Trust Conservancy

Encl.: Koontz NAPTEP Application Form
Referral Package sent to Snuneymuxw First Nation, July 7, 2023
EC: ITC Board
Islands Trust Executive Committee

ISLANDS TRUST CONSERVANCY REPORT TO LOCAL TRUST COMMITTEES AND BOWEN ISLAND MUNICIPALITY

HIGHLIGHTS OF ISLANDS TRUST CONSERVANCY NOVEMBER 21st, 2023 and JANUARY 23RD, 2024 BOARD MEETINGS

NOTE: For more detail on Conservancy meetings, including meeting minutes, please visit https://islandstrust.bc.ca/whats-happening/meetings-and-events/

1. ORGANIZATION UPDATES/TEAM

- Trustee Risa Smith was elected Chair of the ITC Board. Trustee Gauvreau was elected Vice-Chair of the ITC Board.
- Trustee Gauvreau was appointed as a representative to the Governance Committee.
- Mike Richards was hired as the new Strategic Fundraising Specialist.
- Aislyn King was hired as the Temporary GIS Technician.
- The ITC Board approved a 2024 meeting schedule.

2. STRATEGIC PLANNING/ADMINISTRATION

- The Islands Trust, Trust Area Services Director provided background on the following:
    - Advised Board members that Trust Council will receive a briefing with the climate change emergency materials, produced in 2019, to support a discussion about further action regarding the climate change emergency.
    - Provided background on the eelgrass mapping project and funding for phase II.
    - Presented a briefing from Trust Council about Islands Trust 50th Anniversary Activities.
    - Noted that Executive Committee will be considering a request to sponsor a Natural Area Protection Tax Exemption Program (NAPTEP) fee.
- Trustee Elliot advised Chair Smith's presentation to Trust Council in September on NAPTEP was well received.
- The Islands Trust Conservancy Board directed staff to review ITC Board policies regarding approval of acquisitions of land, conservation covenants or leases to require that applicants waive confidentiality for the purpose of engagement with First Nations.
- The Islands Trust Director presented a briefing on ITC Mapping and Technical Needs. The Board directed staff to forward the briefing to the Executive Committee for the January 31st meeting.
- The ITC Board recommended to the Islands Trust Council that the 2024-2025 budget include funding for a permanent Protected Areas Manager and selection and implementation of a protected area management database.
- The Trust Area Director presented an update on the Municipal Insurance Association Agreement. Staff are reassessing insurance coverage for the Conservancy, including coverage for volunteers. Staff are reviewing and will report back to the Board on the development risk-management policy.

- Trustee Elliot provided updates of interest to the Conservancy from Executive Committee including:
    - The policy statement amendment project which is currently with First Nations for comment in line with Islands Trust commitment to reconciliation. Once comments are in, the Board will be able to provide further review before approval.
    - An invitation to ITC Board members to attend the regular Executive Committee meeting on January 31st.

3. COVENANT AND PROPERTY ACQUISITIONS

- ITC increased the size of the Nighthawk Hill NAPTEP Covenant on North Pender Island by 1 ha.
- ITC registered a revised covenant over Brooks Point Regional Park on South Pender, including expanding the covenant to cover the entire 5.2 ha park.

4. COVENANT AND PROPERTY MANAGEMENT

- ITC's Property Monitoring Specialist presented the ITC Nature Reserves Monitoring Report for 2023. The Board accepted the 2023 report and as appropriate, requested staff explore opportunities to engage the public in nature reserve monitoring.
- ITC's Covenant Management and Outreach Specialist presented the ITC NAPTEP Covenant Monitoring Report for 2023. The Board accepted the 2023 report and directed staff to address violations and ecological concerns as identified in the report.
- The ITC Board endorsed the Operational Plan for the eradication of Fallow Deer from Sidney Island, subject to terms and conditions to mitigate risk of damage to ITC covenant areas.

5. COMMUNICATIONS AND OUTREACH

- ITC issued its Fall 2024 Heron Newsletter available at https://islandstrust.bc.ca/conservancy/heron-newsletter/

6. FUNDRAISING AND CONSERVANCY SUPPORT

- The ITC Board approved an Opportunity Fund Grant of up to $7,000 be awarded to Gabriola Land and Trails Trust for costs associated with placing a NAPTEP conservation covenant on a Gabriola property.

- **Learn more about Islands Trust Conservancy:** https://islandstrust.bc.ca/conservancy/

Subscribe for Islands Trust Conservancy updates: https://islandstrust.bc.ca/subscribe/

700 North Road, Gabriola Island, BC V0R 1X3
Telephone 250-247-2063 Fax 250-247-7514
Toll Free via Enquiry BC in Vancouver 660-2421. Elsewhere in BC **1.800.663.7867**
Email northinfo@islandstrust.bc.ca
Web www.islandstrust.bc.ca

February 21, 2024 2070-50/03; 0110-20/HO

Edwin Grieve
Chair, Comox Valley Regional District Electoral Areas Services Committee,
By email: egrieve@comoxvalleyrd.ca

James Warren, Comox Valley Regional District CAO
By email: jwarren@comoxvalleyrd.ca

To Dear Edwin Grieve and James Warren,

Re: Support for STVR licencing feasibility study

As Chair of the Hornby Island Local Trust Committee (LTC), I am writing on its behalf to express an interest in working together and to express support for Comox Valley Regional District (CVRD) funding allocation for a feasibility study on the possible exercise of the District's business licencing authority for Short Term Vacation Rentals (STVRs) in the Hornby Local Trust Area under the new provincial *Short-Term Rental Accommodation Act.*

Should you have questions, please contact Islands Trust Northern Office staff Planner 2, Ian Cox, at icox@islandstrust.bc.ca or 250.247.2207.

We look forward to exploring ways to work together.

Sincerely,

Timothy Peterson
Chair, Hornby Island Local Trust Committee

Cc: Hornby Island Local Trust Committee
Islands Trust Executive Committee
Daniel Arbour, CVRD Electoral Area A Director
Renée Jamurat, Islands Trust Regional Planning Manager
Islands Trust Website

Print Date: February 22, 2024

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 Russ Hotsenpiller	Rec'd: 26-Feb-2020 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 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 Russ Hotsenpiller	Rec'd: 03-May-2023

Print Date: February 22, 2024

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.		