



DRAFT Islands Trust Council Quarterly Meeting Agenda

Date: Tuesday, December 3, 2024 to Thursday, December 5, 2024
Time: Start time: 1:00 p.m. Tuesday
Location: Coast Victoria Hotel (Ballroom)
146 Kingston Street
Victoria BC, V8V 1V4

			Pages
1.	CALL TO ORDER	1:00 PM - 1:15 PM	
2.	TERRITORIAL ACKNOWLEDGEMENT		
3.	APPROVAL OF AGENDA		
3.1	<u>Review of the Agenda</u>		
	Late items, new items, and re-ordering of the agenda.		
3.2	<u>Approval of the Agenda</u>		
4.	Respectful Meeting Conduct	1:15 PM - 1:30 PM	
	Chair Luckham to speak.		
5.	GENERAL BUSINESS ARISING	1:30 PM - 2:00 PM	
5.1	<u>Consent Agenda Items</u>		
	By general consent Islands Trust Council adopt the recommendation as presented in items 5.1.1 - 5.1.4.6.		
5.1.1	Draft September 2024 Trust Council Quarterly Meeting Minutes		10 - 27
	That Islands Trust Council adopt the minutes as presented.		
5.1.2	Trust Council Follow-Up Action List		28 - 36
	Receive for information.		
5.1.3	Resolution without Meeting Report		37 - 38
	Receive for information.		
5.1.4	Islands Trust Active Priorities Chart		39 - 41

5.1.4.1	Executive Committee Work Program Report	42 - 44
	Chair Peter Luckham - verbal report	
	That Trust Council approve the Executive Committee Work Program Report as presented.	
5.1.4.2	Governance Committee Work Program Report	45 - 47
	Chair Judi Gedye - verbal report	
	That Trust Council approve the Governance Committee Work Program Report as presented.	
5.1.4.3	Financial Planning Committee Work Program Report	48 - 48
	Chair Joe Bernardo - verbal report	
	That Trust Council approve the Financial Planning Committee Work Program Report as presented.	
5.1.4.4	Regional Planning Committee Work Program Report	49 - 55
	Chair Laura Patrick - verbal report	
	That Trust Council approve the Regional Planning Committee Work Program Report as presented.	
5.1.4.5	Trust Programs Committee Work Program Report	56 - 57
	Chair Kristina Evans - verbal report	
	That Trust Council approve the Trust Programs Committee Work Program Report as presented.	
5.1.4.6	Islands Trust Conservancy Report	58 - 61
	Receive for information.	

5.2 **Discussion / Decision Items**

5.2.1 **Trustee Roundtable** 2:00 PM - 3:30 PM

BREAK 3:30 PM - 3:45 PM

6. **ENGAGEMENT / COLLABORATION** 3:45 PM - 5:00 PM

6.1 **Delegations**

Corresponding delegation material can be found in Appendix B.

6.1.1 **J Roe - Veins of Life Watershed Society** 62 - 62

6.1.2 **J Starke - Capital Regional District / Rural Housing Program** 63 - 63

*Delegate is requesting 30 minutes for the presentation and Q&A.

6.1.3 **Mayor Leonard - Bowen Island Municipality** 64 - 64

6.1.4 M Leichter - Keep Salt Spring Sustainable 65 - 65

6.1.5 J Margison - Friends of the Gulf Islands Society 66 - 66

6.2 Public Comments

7. EXECUTIVE 5:00 PM - 5:30 PM

7.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in items 7.1.1 and 7.1.4.

7.1.1 New Islands Trust Chief Administrative Officer Introduction 67 - 70

Chief Administrative Officer Rueben Bronee to speak.

7.1.2 Interim Chief Administrative Officer's Report

*Late item

7.1.3 Strategic Plan Quarterly Report 71 - 84

Receive for information.

7.1.4 Executive Committee Union of BC Municipalities Report

*Late item

7.2 Discussion / Decision Items

7.2.1 Proposed 2025/26 Trust Council Meeting Schedule - Request for Decision 85 - 88

1. THAT Trust Council adopt quarterly meeting dates to the end of fiscal 2025/26 of:

1. March 11 – 13, 2025
2. June 17 – 19, 2025
3. September 16 – 18, 2025
4. December 2 – 4, 2025; and,
5. March 10 – 12, 2026

1. THAT Trust Council adopt quarterly meeting locations to the end of fiscal 2025/26:

1. March 2025, Nanaimo, BC
2. June 2025, Salt Spring Island, BC
3. September 2025, Gabriola Island, BC
4. December 2025, Victoria, BC; and,
5. March 2026, Duncan, BC

THAT Trust Council hold a dedicated session to review the 2022 Governance Report at the [March 2025 or June 2025] quarterly meeting.

WEDNESDAY, DECEMBER 4

8. CLOSED MEETING

9:00 AM - 10:30 AM

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

9. RISE AND REPORT

BREAK 10:30 - 10:45 AM

10. TRUST AREA SERVICES

11:15 AM - 12:00 PM

10.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in items 10.1.1, 10.1.2 and 10.1.3.

10.1.1 Director of Trust Area Services Report

91 - 96

Receive for information.

10.1.2 Legislative Monitoring Report

*Late item

10.1.3 Emergency Communications Oil Spill - Briefing

97 - 98

10.2 Discussion / Decision Items

10.2.1 Doris McHardy NAPTEP Application (North Pender) - Request for Decision

99 - 102

THAT the Islands Trust Council requests the Secretary to issue a NAPTEP Certificate for the covenanted portion of the property described as PID: 005-837-651, Lot 6, Sections 18 and 22, Pender Island, Cowichan District, Plan 6294, subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.

LUNCH 12:00 - 1:00 PM

11. PLANNING SERVICES

12:00 PM - 1:00 PM

11.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in items 11.1.1 and 11.1.2.

11.1.1	Director of Planning Services Report	103 - 106
	Receive for information.	
11.1.2	Update: Freshwater Sustainability Strategy Implementation - Briefing	107 - 116
	Receive for information.	
11.2	<u>Discussion / Decision Items</u>	
11.2.1	Meeting Administrator - Approve Making Temporary Position Permanent - Request for Decision	117 - 124
	THAT Trust Council approve the Meeting Administrator staff position a regular, permanent position at Islands Trust.	
12.	LEGISLATIVE & INFORMATION SERVICES	1:30 PM - 3:00 PM
12.1	<u>Consent Agenda Items</u>	
	By general consent Islands Trust Council adopt the recommendation as presented in item 12.1.1	
12.1.1	Director of Legislative & Information Services Report	125 - 126
	Receive for information.	
12.2	<u>Discussion / Decision Items</u>	
12.2.1	Trust Council Bylaw 197 - Local Trust Committee Meeting Procedures Bylaw - Request For Decision	127 - 136
	*Deferred from September 24 - 26 Trust Council Meeting.	
	THAT Trust Council give Bylaw 197, cited as "Local Trust Committees Meeting Procedures Bylaw, 2024", First Reading.	
	THAT Trust Council give Bylaw 197, cited as "Local Trust Committees Meeting Procedures Bylaw, 2024", Second Reading.	
	THAT Trust Council give Bylaw 197, cited as "Local Trust Committees Meeting Procedures Bylaw, 2024", Third Reading.	
12.2.2	Code of Conduct Review - Next Steps - Request For Decision	137 - 155
	*Deferred from September 24 - 26 Trust Council Meeting.	
	THAT Trust Council schedule a Committee of the Whole meeting to discuss the draft Code of Conduct.	

**12.2.3 Amendment to Policy and Procedures Regarding Delegations to Trust Council
- Request For Decision**

156 - 162

*Deferred from September 24 - 26 Trust Council Meeting.

THAT Trust Council request Executive Committee to return to Trust Council with a draft bylaw to amend Trust Council's Meeting Procedure Bylaw 101 that:

1. Requires delegations to specify the action they are asking of Trust Council;
2. Establishes that any Trust Council direction in relation to disposition of delegations will allow time for staff to provide advice;
3. If time is of the essence, Trust Council's direction in relation to disposition of delegations will delegate a response to the Executive Committee or the Trust Council Chair;
4. Establishes approval authority for receipt of delegation and establishes a different deadline for receipt of delegations for matters on the agenda, and such a deadline would need to be after the release of the agenda outline to the public and before the start of the Trust Council meeting;
5. Establishes a maximum number of delegations per meeting and/or time limit for all delegations to maintain the integrity of the published agenda; and
6. Provides clear criteria for rejection of delegations, with a clear appeal process to Trust Council and 2/3 majority vote required of Trust Council to approve a rejected delegation.

BREAK 3:00 - 3:15 PM

13. ADMINISTRATIVE SERVICES / FINANCE

3:15 PM - 5:30 PM

13.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in items 13.1.1 and 13.1.2.

13.1.1 Director of Administrative Services Report

163 - 167

Receive for information.

13.1.2 Financial Forecast to March 31, 2025 - Briefing

168 - 174

Receive for information.

13.2 Discussion / Decision Items

13.2.1 September 30, 2024 Financial Report - Request for Decision

175 - 182

THAT Trust Council approve the September 30, 2024 Financial Report.

13.2.2 Draft Budget for FY 2025/26

13.2.2.1	Budget Session Overview	183 - 183
13.2.2.2	Draft 2025/26 Budget Overview - Briefing	184 - 200
13.2.2.3	Budget Funding Requests	
13.2.2.3.1	Strategic & Programming & Governance Initiatives	
13.2.2.3.1.1	EC: Programming Funding - Briefing	201 - 206
13.2.2.3.1.2	EC: Policy Statement Amendment Project - Business Case	207 - 217
13.2.2.3.1.3	EC: Coast Salish Art - Business Case	218 - 221
13.2.2.3.1.4	TPC: Stewardship Education Program - Business Case	222 - 225
13.2.2.3.1.5	TPC: Secretariat Services - Business Case	226 - 229
13.2.2.3.1.6	GC: Trustee Remuneration Review - Business Case	230 - 234
13.2.2.3.1.7	GC: Trust Council Policies Review - Business Case	235 - 238
13.2.2.3.2	Operational Initiatives & Staffing	239 - 239
13.2.2.3.2.1	Temporary Senior Policy Advisor Business Case	240 - 245
13.2.2.3.2.2	Records Management & Freedom Of Information Protection Of Privacy Support	246 - 249
13.2.2.3.2.3	Safety - GPS Locator Devices - Business Case	250 - 253
13.2.2.3.3	Islands Trust Conservancy Board Budget Request - Briefing	254 - 258
13.2.2.3.4	Local Trust Committee Projects	
13.2.2.3.4.1	LTC Projects List	259 - 259
13.2.2.3.4.2	Planning Services - Projects Feasibility Assessment - Briefing	260 - 263
13.2.2.3.4.3	Denman - Housing Review (for OCP and LUB Amendments) - Final Phase	264 - 267
13.2.2.3.4.4	Gabriola - OCP and LUB Review - Phase 3	268 - 272
13.2.2.3.4.5	Gambier - OCP and LUB Amendments) - Final	273 - 276
13.2.2.3.4.6	Lasqueti - OCP and LUB Review - Phase 1	277 - 283
13.2.2.3.4.7	Mayne - Housing Options Project - Year 2	284 - 286
13.2.2.3.4.8	North Pender - Housing Access and Affordability Project	287 - 289
13.2.2.3.4.9	Salt Spring - Major amendment to OCP and LUB	290 - 297
13.2.2.3.4.10	Salt Spring - Watershed Protection Plan 2022-2032 Coordination	298 - 302
13.2.2.3.4.11	Salt Spring - Groundwater Sustainability (Well-Monitoring)	303 - 305

THURSDAY, DECEMBER 5

14. **CLOSED MEETING** 9:00 AM - 10:00 AM
- THAT the meeting be closed to the public subject to Sections 90(1)(c) of the Community Charter in order to consider matters related to employee relations and that the Interim Chief Administrative Officer and Chief Administrative Officer attend the meeting.
15. **RISE AND REPORT**
- BREAK 10:00 - 10:15 AM
16. **SAN JUAN COUNCIL - ISLANDS TRUST - JOINT SESSION** 10:15 AM - 12:00 PM 309 - 312
- LUNCH 12:00 - 1:00 PM
17. **NEW BUSINESS** 1:00 PM - 1:30 PM
- 17.1 Dark Sky Principles Adoption Advocacy - Request For Decision 313 - 315
- *Deferred from September 24 - 26 Trust Council Meeting.
- Trustee Morrison
2. THAT Trust Council encourages Trustees to work with their communities to develop and build awareness of the principles of Dark Sky International and encourage voluntary adoption of the principles of Dark Sky International.
3. THAT Trust Council clarify its jurisdiction to control nighttime illumination in all contexts within the Trust Area for Official Community Plan and Bylaw adoption and enforcement across the Trust Area.
4. THAT Trust Council adopt and promote the principles of Dark Sky International.
18. **CORRESPONDENCE** 1:30 PM - 1:45 PM
- 18.1 2024-11-07 Association of Vancouver Island Coastal Communities Climate Leadership Steering Committee - 2025 Appointment 316 - 316
- Trustee Morrison has expressed the need to step down from the Vancouver Island and Coastal Communities Climate Leadership Steering Committee (VICC-CL) in 2025, therefor leaving the appointment vacant until Trust Council appoints a replacement.
19. **DISPOSITION OF DELEGATIONS/PUBLIC COMMENT & CORRESPONDENCE** 1:45 PM - 2:00 PM
20. **TRUSTEE UPDATES - Community Committee Participation** 2:00 PM - 2:30 PM
- Written updates received for information only.

20.1 Atl'ka7tsem/Howe Sound Biosphere Region

October 2024 Forum Review

20.2 Baynes Sound/Lambert Channel Ecosystem Forum

None provided

20.3 BC Ferries Advisory Committees

None provided

20.4 First Nations Relations

None provided

20.5 Freighter Anchorages/Oceans Protection Plan (OPP)

None provided

20.6 Shellfish Aquaculture Management Advisory Committee (SF AMAC)

None provided

20.7 Southern Gulf Islands Forum

None provided

21. NEXT MEETING

To be determined at item 8.2.1.

21.1 Proposed March Trust Council 3-day Program

317 - 317

Received for information.

22. ADJOURNMENT



Trust Council Minutes of a Regular Meeting

Date: September 24 to September 26, 2024
Location: Vancouver Island Conference Centre – Dodd Narrows Rooms A/B
 101 Gordon Street, Nanaimo BC

Executive Members Present:

1. Peter Luckham, Trust Council Chair, Thetis Trustee
2. Tobi Elliott, Vice-Chair, Gabriola Trustee
3. David Maude, Vice-Chair, Mayne Trustee
4. Timothy Peterson, Vice-Chair, Lasqueti Trustee

Members Present:

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

Members Regrets: 26. Deb Morrison, North Pender Trustee

Staff Present:

Julia Mobbs, Interim Chief Administrative Officer
 David Marlor, Director, Legislative and Information Services
 Clare Frater, Director, Trust Area Services
 Stefan Cermak, Director, Planning Services
 Warren Dingman, Bylaw Compliance & Enforcement Manager
 Jeffery Lloyd, Senior Technical Analyst
 Daphne Shaed, Computer Application Support Technician
 Lori Foster, Executive Administrative Assistant
 Lisa Millard, Meeting Administrator/Recorder

Members of the public present: There were 14 members of the public in attendance.

Tuesday, September 24, 2024

The in-person meeting was recorded, livestreamed, and made available for electronic attendance.

1. CALL TO ORDER / LAND ACKNOWLEDGEMENT

Chair Luckham called the meeting to order at 12:30 p.m. He acknowledged that the meeting was held on the territory of the Coast Salish First Nations.

Chair Luckham introduced Snuneymuxw First Nation Elder Lolly Good who initiated a protocol blessing and led attendees in joining a circle to sing “It’s a really good day”.

Trustee Middleton joined the meeting at 12:43 p.m.

2. APPROVAL OF AGENDA

2.1 Review of the Agenda

There were no additions or amendments to the agenda.

2.2 Approval of the Agenda

By general consent the agenda was adopted as presented.

Trustee Stamford joined the meeting at 1:05 p.m.

3. GENERAL BUSINESS ARISING

3.1 Consent Agenda Items

By general consent Islands Trust Council adopted the recommendations as presented in items 3.1.1, 3.1.2, and 3.1.4.

3.1.1 Draft May 30, 2024 Trust Council Special Meeting Minutes

That Islands Trust Council adopt the minutes as presented.

3.1.2 Draft June 2024 Trust Council Quarterly Meeting Minutes

That Islands Trust Council adopt the minutes as presented.

3.1.3 Trust Council Follow-Up Action List

It was noted that several items on the follow up action list incorrectly showed progress status at 0% and staff provided a progress update where applicable.

By general consent Islands Trust Council adopted the recommendations as presented in item 3.1.3.

3.1.4 Resolution without Meeting Report

Received for information.

3.1.5 Islands Trust Active Priorities Chart

3.1.5.1 Executive Committee Work Program Report

Committee Chair provided a verbal update on the work of the Executive Committee.

Staff noted “Islands Trust Council Goals” listed at the top of the Islands Trust Active Projects Priorities Chart can be renamed “Islands Trust Council Strategic Plan Goals”.

By general consent Trust Council approved the Executive Committee Work Program Report as presented.

3.1.5.2 Governance Committee Work Program Report

Committee Chair provided a verbal report on the recent work of the Governance Committee and indicated that consideration of hiring a secretariat will be presented as a budget request.

By general consent Trust Council approved the Governance Committee Work Program Report as presented.

3.1.5.3 Financial Planning Committee Work Program Report

Committee Chair provided a verbal report on the recent work of the committee in preparation for future Trust Council budget deliberations.

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

3.1.5.4 Regional Planning Committee Work Program Report

Committee Chair provided a verbal update on current work of the committee.

By general consent Trust Council approved the Regional Planning Committee Work Program Report as presented.

3.1.5.5 Trust Programs Committee Work Program Report

Committee Chair provided a verbal report and noted that the Trust Programs Committee continues to support the delivery of a secretariat services program.

A Vice-Chair suggested that the Trust Programs Committee Future Projects List Item 1. Update Crown Land Agreements should be moved to the strategic plan so that it can be actioned.

By general consent Trust Council approved the Trust Programs Committee Work Program Report as presented.

3.1.5.6 Islands Trust Conservancy Report

Islands Trust Conservancy Chair provided a verbal update.

Received for information.

3.2 Discussion / Decision Items

3.2.1 Trustee Roundtable

Trustees provided updates on the work of their local trust committees and common topics included Official Community Plan and Land Use Bylaw reviews and amendments, housing needs assessment work, general and workforce housing issues, and community and First Nations engagement.

Trustee Middleton left the meeting at 2:13 p.m.

Trustee Bernardo left the meeting at 2:25 p.m. and returned at 2:28 p.m.

4. CORRESPONDENCE

4.1 2024-07-09 S Brands - Section 3 Wording

Received for information.

4.2 2024-07-20 Trustee Boland - Web Page for the Request to the Province Project

Trustee Boland asked how the request could be advanced. Staff indicated that changes to the website related to the strategic plan were forthcoming and that while webpages were generally created around lasting programs a new page could be added at Trust Council's request. The Chair stated that if a motion associated with the correspondence were to be put forward it could be revisited after the break; however, Trustee Boland indicated she would bring the request forward during discussion on the provincial review communications plan.

Due to the scheduled time for the delegation Item 6.1 Consent Agenda Items were heard after Item 4.

6. EXECUTIVE

6.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in items 6.1.1 and 6.1.2.

Trustee Falck left the meeting at 2:41 p.m. and returned at 2:43 p.m.

Trustee Allen left the meeting at 2:42 p.m. and returned at 2:44 p.m.

Trustee Middleton returned to the meeting at 2:44 p.m.

6.1.1 Interim Chief Administrative Officer's Report

Interim Chief Administrative Officer thanked colleagues for their support during her interim term and opened the floor to questions.

Clarification was provided regarding the process of the Committee of the Whole advancing recommendations through Executive Committee to Trust Council for further consideration and action versus circumstances in which resolutions without meetings could be sent to Trust Council or Executive Committee after

each Committee of the Whole meeting to formalize recommendations into directions.

Received for information.

6.1.2 Strategic Plan Quarterly Report

Received for information.

The meeting was recessed for a break at 2:57 p.m. and reconvened at 3:30 p.m.

Trustee Dodds left the meeting at 3:00 p.m.

5. ENGAGEMENT / COLLABORATION

5.1 Delegations

5.1.1 Elsie Born, Salt Spring Island Poultry Club - Protecting Agricultural Land and Supporting Local Farmers

The delegate spoke to the need to safeguard agriculture on land located outside of the Agricultural Land Reserve (ALR) but located within a Local Trust Area that is zoned for farming and agricultural purposes. They requested Islands Trust engage in consultation with stakeholders, develop guidelines for non ALR land, establish standards to support sustainable farming practices on rural-zoned land, form an Agricultural Advisory Committee, and review and revise policies.

5.2 Public Comments

A representative of Friends of the Gulf Island Society spoke to the inability of Local Trust Areas to accommodate build out if every lot were to be developed and requested all Trustees consider obtaining build out and development potential maps to determine what might be supportable.

Several Mudge Island residents spoke to community concerns related to bylaw complaints and investigations and the following comments were noted:

- High number of complaints submitted by small number of individuals and freedom of information requests show complaints are vexatious, targeted, defamatory, and are negatively affecting community cohesiveness;
- Current practice of investigating all complaints does not provide bylaw compliance and enforcement staff discretionary leeway;
- Ongoing discussion with the Bylaw Compliance and Enforcement Manager about policy use of term “may” being considered as meaning “must”;
- Visits by bylaw compliance and enforcement staff can be seen as intrusive and residents can feel intimidated;
- Lack of guidance forces homeowners to navigate complex rules;
- Complaint files are not closed after evidence has been provided;
- Mudge Island Community Association aware of ombudspersons report and recommendations which are not being considered; and

- Request Trust Council grant local trust committees authority to determine when complaints are not investigated and to establish a code of conduct for bylaw enforcement staff.

A member of the public requested the current definition of environment in the Islands Trust Draft Policy Statement, and specifically the inclusion of the phrase “all organic and inorganic matter”, not be adopted as an openly generalist definition will not prioritise policies when they come into conflict with one another.

Trustee Dodds returned to the meeting at 3:55 p.m.

A member of the public spoke to Trust Council’s opportunity to restructure the Islands Trust Policy Statement and noted that the Act directs that the Policy Statement implement the object of the Trust. They stated the current Trust Policy Statement relies on supplemental information which creates potential for less effective implementation.

Trustee Campbell joined the meeting at 4:10 p.m.

6. EXECUTIVE

6.1 Consent Agenda Items

Items 6.1.1 and 6.1.2 were re-ordered and addressed following Item 4.

6.2 Discussion / Decision Items

6.2.1 Provincial Review of Islands Trust - Request For Decision

A Vice-Chair referenced a meeting with ministry staff who advised the timing of sending the request letter during the election period was discouraged, the Province would likely not amend the *Local Government Act* until there is readiness at the community level, and the path to a review should be strategized in conversation with First Nations and local communities.

Interim Chief Administrative Officer attended the meeting with ministry staff and concurred with the Vice-Chair’s comments. They further noted that ministry staff said the letter does not make clear what is wanted and would more likely achieve success if it was clear about what problem Islands Trust is requesting the Province assist with. She further noted it was necessary to consider protocol agreements before submitting a request letter.

Discussion ensued and Trustees debated the structure and content of the request letter as well as the timing of sending it during an election period.

Trustee Scott left the meeting at 5:20 p.m.

The meeting was recessed at 5:47 p.m.

Wednesday, September 25, 2024

Chair Luckham reconvened the meeting at 8:33 a.m.

Discussion on item 6.2.1 continued.

Trustee Stamford joined the meeting at 8:38 a.m.

Trustee Stamford left the meeting at 9:16 a.m. and returned at 9:19 a.m.

TC-2024-066

It was MOVED by Trustee Patrick, and SECONDED by Trustee Yates, that Trust Council request the Lieutenant Governor in Council for the Province of British Columbia to conduct a review of the Islands Trust's mandate, governance and structure.

CARRIED

TC-2024-067

It was MOVED by Trustee Middleton, and SECONDED by Trustee Yates, that Trust Council make the request by submitting the letter attached as Appendix 1 to the Lieutenant Governor under Section 8(2)(e) of the *Islands Trust Act* outlining 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; and
- f. The funding mechanisms provided to the organization in light of a clarified mandate.

CARRIED

Opposed Trustees Elliott, Evans, Gedye, and Hunter

It was noted that in the last sentence of the second paragraph of the letter to "Request a Provincial Review of Islands Trust" the word (unanimously) should be deleted.

Discussion ensued regarding Section 7 of the *Declaration on the Rights of Indigenous Peoples Act* which allows a Minister to enter into agreements with First Nations on behalf of other decision maker.

TC-2024-068

It was MOVED by Trustee Mabberley, and SECONDED by Trustee Harris, to ask staff to engage with the Province to analyze Section 7 of the *Declaration on the Rights of Indigenous Peoples Act* to see how it pertains to Islands Trust Council, Islands Trust Conservancy, the Local Trust Committees, and Bowen Island Municipality.

CARRIED

The meeting was recessed for break 10:01 a.m. and reconvened at 10:15 a.m.

TC-2024-069

It was MOVED by Trustee Mabberley, and SECONDED by Trustee Boland,

that the Executive Committee of Trust Council in conjunction with Staff develop a communications strategy that informs the public of Trust Council's request for a comprehensive review of the *Islands Trust Act* and the reasons for it in advance of the next provincial election.

TC-2024-070

It was MOVED by Trustee Evans, and SECONDED by Trustee Gauvreau, to amend the motion to remove "in advance of the next provincial election".

CARRIED

It was determined that the word "comprehensive" be removed from the motion.

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

that the Executive Committee of Trust Council in conjunction with Staff develop a communications strategy that informs the public of Trust Council's request for a review of the *Islands Trust Act* and the reasons for it.

CARRIED

TC-2024-071

It was MOVED by Trustee Evans, and SECONDED by Trustee Allen, that the topic of a communications strategy regarding the reason for a request for the Provincial review of Islands Trust be referred to the Committee of the Whole.

DEFEATED

Trustee Stamford left the meeting at 10:54 a.m.

6.2.2 Chief Administrative Officer Performance Evaluation Policy - Request for Decision

Legislative and Information Services Director reviewed the request for decision.

TC-2024-072

It was MOVED by Trustee Peterson, and SECONDED by Trustee Boland that Trust Council establish a Chief Administrative Officer Performance Evaluation Policy Select Committee consisting of the members of the Executive Committee and the chairs of all four standing committees.

CARRIED

TC-2024-073

It was MOVED by Trustee Peterson, and SECONDED by Trustee Boland, that Trust Council establish the terms of reference for the Chief Administrative Officer Performance Evaluation Policy Select Committee as follows:

- a) Review material provided by Trustee Falck and Trustee Patrick to Trust Council on December 7, 2023 regarding evaluation of Chief Administrative Officers;
- b) Engage a consultant to work with the Chief Administrative Officer Performance Evaluation Policy Select Committee, to develop a policy for the performance evaluation of the Islands Trust Chief Administrative Officer; and
- c) Make recommendations to Trust Council on adoption of a Chief Administrative Officer Performance Evaluation Policy.

CARRIED

TC-2024-074

It was MOVED by Trustee Peterson, and SECONDED by Trustee Mabberley,

that Trust Council approve spending of up to \$15,000 from the unspent funds approved for recruiting a new Chief Administrative Officer to engage a consultant to develop a Chief Administrative Officer performance evaluation policy.

CARRIED

6.2.3 Interpretation of Islands Trust Act Section 3: Islands Trust Object - Briefing

Received for information.

6.2.3.1 6.2.3 Supporting Materials

Received for information.

6.2.4 Approval of the Draft Islands Trust 2025-2028 Strategic Plan Elements - Request For Decision

Interim Chief Administrative Officer stated that Trust Council directed that the topic of the discussion of Section 3 of the *Islands Trust Act* (object clause) be brought forward for discussion in an open meeting.

Discussion ensued regarding the possibility of releasing information received during in-camera sessions to the public.

Trustee Dodds left the meeting at 11:05 a.m. and returned at 11:10 a.m.

Trustee Middleton left the meeting at 11:11 a.m. and returned at 11:17 a.m.

It was MOVED BY Trustee Evans, and SECONDED by Trustee Boland,

that Trust Council request Executive Committee to release a public facing version of the legal opinion that was central to the September, 2023 Trust Council interpretation on the Section 3 mandate.

TC-2024-075

It was MOVED by Trustee Bernardo, and SECONDED by Trustee Boland,
to defer the motion to the in-camera session.

CARRIED

7. TRUST AREA SERVICES

7.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in items 7.1.1 and 7.1.2.

7.1.1 Director of Trust Area Services Report

Receive for information.

7.1.2 Legislative Monitoring Report - Briefing

Receive for information.

7.2 Discussion / Decision Items

7.2.1 Policy Statement Amendment Project (PSAP) - Draft Revisions to Address Jurisdiction, Clarity, Accuracy and Islets - Request For Decision

Director of Trust Area Services summarized the request for decision.

TC-2024-076

It was MOVED by Trustee Bernardo, and SECONDED by Trustee Elliott,
that Trust Council approve the proposed revisions to the draft Islands Trust Policy Statement in Appendix 1.

CARRIED

Trustee Mabberley requested his vote in opposition be recorded.

7.2.2 Policy Statement Amendment Project (PSAP) - Project Charter and Project Charter Implementation Plan - Request for Decision

Director of Trust Area Services summarized the request for decision.

Trustee Patrick left the meeting at 11:32 a.m. and returned at 11:34 a.m.

Trustee Allen left the meeting at 11:33 a.m. and returned at 11:36 a.m.

TC-2024-077

It was MOVED by Trustee Evans, and SECONDED by Trustee Yates,
that Trust Council endorse Policy Statement Amendment Project Charter V9 as amended.

CARRIED

Trustee Mabberley requested his vote in opposition be recorded.

TC-2024-078

It was **MOVED** by Trustee Evans, and **SECONDED** by Trustee Peterson, that Trust Council approve additional spending of up to \$40,000 in the 2024/25 budget to support the work of Trust Area Services and advancement of the Policy Statement project.

CARRIED

8. COMMITTEE OF THE WHOLE MEETING

TC-2024-079

It was **MOVED** by Chair Luckham, and **SECONDED** by Trustee Bernardo, that Trust Council will resolve itself as a Committee of the Whole.

CARRIED

The meeting recessed at 11:37 a.m. for a scheduled Committee of the Whole meeting and reconvened at 3:50 p.m.

9. PLANNING SERVICES

9.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in items 9.1.1 and 9.1.2.

9.1.1 Director of Planning Services Report

Receive for information.

9.1.2 Bylaw Enforcement Statistical Reports - Briefing

Receive for information.

Trustee Mabberley left the meeting at 3:50 p.m.

9.2 Discussion / Decision Items

9.2.1 Bylaw Compliance and Enforcement Policy Review Updates - Request for Decision

Director of Planning Services summarized the Bylaw Compliance and Enforcement Policy Review updates.

Discussion ensued and the following comments were noted:

- Ombudsperson's staff will review the policy to ensure best practices;
- Draft policy generally meets the Regional Planning Committee's understanding of the ombudspersons recommendations;
- Local Trust Committees have ability to generate policy for bylaw enforcement and can change notification period to enter property; and

- Require a process where bylaw officers are given direction and guidance about how to exercise discretion.

Trustee Scott left the meeting at 4:30 p.m.

Bylaw Compliance and Enforcement Manager made the following comments:

- Policies currently dictate how complaints are received and handled;
- Complaints are reviewed and a determination made if the complaint is a contravention;
- Notice is given to the property owner that a file has been open;
- Once file is opened and investigation begins the local trust committee determines what happens next;
- Each local trust committee can change their policy document; and
- Trust Council and local trust committees can adopt vexatious complaint policies.

Trustee Dodds left the meeting at 4:43 p.m.

Trustee Falck left the meeting at 4:53 p.m.

Trustee Dodds returned to the meeting at 5:06 p.m.

TC-2024-080

It was MOVED by Trustee Bernardo, and SECONDED by Trustee Campbell,

that Trust Council request staff to hire a qualified legal consultant to develop an enforcement policy and design a management structure for the Islands Trust's bylaw enforcement capability.

TC-2024-081

It was MOVED by Trustee Patrick, and SECONDED by Trustee Gauvreau,

that the motion be postponed until a permanent Chief Administrative Officer has advised Trust Council on the bylaw enforcement review project.

CARRIED

TC-2024-082

It was MOVED by Trustee Evans, and SECONDED by Trustee Elliott,

that Trust Council approves the amended Bylaw Compliance and Enforcement Policy Review Updates Project Charter to include a Local Trust Committee Bylaw Compliance and Enforcement Policy Template.

CARRIED

Trustee Bernardo left the meeting at 5:15 p.m. and returned at 5:17 p.m.

Trustee Lironi left the meeting at 5:18 p.m.

It was noted that a Trustee provided document edits to the Director of Planning Services based on the ombudsperson's report and the Interim Chief

Administrative Officer stated staff will work on edits and provide a new draft for Trust Council's review.

TC-2024-083

It was MOVED by Trustee Evans, and SECONDED by Trustee Yates, that Trust Council endorse the continuation of drafting amendments to Trust Council Bylaw Compliance and Enforcement Policy (Policy 5.5.1) and provide Regional Planning Committee direction to create a plain language version of the Bylaw Compliance and Enforcement Best Practices manual.

CARRIED

The meeting was recessed at 5:26 p.m.

Thursday, September 26, 2024

The meeting was reconvened at 8:35 a.m.

It was determined that Items 9.2.2 to 10.2.4 would be addressed following Items 11 and 12.

11. CLOSED MEETING

TC-2024-084

It was MOVED by Trustee Patrick, and SECONDED by Trustee Peterson that the Islands Trust Council close this meeting to the public subject to Part 4, Division 3, Section 90(1) (a),(c),(g), and (i) of the *Community Charter*:

- (a) in order to consider matters related to personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;
- (c) labour relations or other employee relations;
- (g) litigation or potential litigation affecting the municipality; and
- (i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;

and that the Interim Chief Administrative Officer and staff be invited to attend the closed session.

CARRIED

The regular meeting was closed to the public at 8:40 a.m. and reconvened at 11:15 a.m.

Trustees Campbell and Middleton left the meeting at 11:15 a.m.

12. RISE AND REPORT

Chair Luckham reported that Theresa Burley, Marjorie Gang, Stephen MacLean, Lisa Nissinen, and Sidra Treal and Trustee Gauvreau have been appointed to the Islands Trust Accessibility Committee September 2024 to December 2026.

9.2.2 Planning Staff Time Tracking - Development Application Processing and Cost Recovery – Briefing

Received for information.

9.2.3 Referrals to First Nations - Request For Decision

Planning Services Director noted that conversations and relationship building continued with several First Nations and a work program will need to be developed to prioritize and advance the work.

TC-2024-085

It was MOVED by Trustee Gauvreau, and SECONDED by Trustee Yates, that Trust Council direct staff to:

1. Solicit First Nations to get their feedback about the referral processes, concerns and new initiatives;
2. Develop a work plan that captures planned actions advancing from this Request for Decision; and
3. Include this initiative in the Draft 2025-2028 Strategic Plan and the amended Reconciliation Action Plan.

CARRIED

10. LEGISLATIVE & INFORMATION SERVICES

10.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in item 10.1.1.

10.1.1 Director of Legislative & Information Services Report

Receive for information.

10.2 Discussion / Decision Items

10.2.1 Trust Council Meeting Procedure Bylaw - Scheduling Amendment - Request For Decision

Director of Legislative and Information Services summarized the request for decision.

TC-2024-086

It was MOVED by Trustee FAST, and SECONDED by Trustee Gedye, that Trust Council give Bylaw 198, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 2, 2024" First Reading.

CARRIED

TC-2024-087

It was MOVED by Trustee Gedye, and SECONDED by Trustee Yates, that Trust Council give Bylaw 198, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 2, 2024", Second Reading.

CARRIED

TC-2024-088

It was MOVED by Trustee Gedye, and SECONDED by Trustee Gauvreau, that Trust Council give Bylaw 198, cited as “Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 2, 2024”, Third Reading.

CARRIED

10.2.2 Trust Council Bylaw 197 - Local Trust Committee Meeting Procedures Bylaw - Request For Decision

Deferred to December, 2024 Trust Council meeting.

10.2.3 Amendment to Policy and Procedures Regarding Delegations to Trust Council - Request For Decision

Deferred to December, 2024 Trust Council meeting.

10.2.4 Code of Conduct Review - Next Steps - Request For Decision

Deferred to December, 2024 Trust Council meeting.

Chair Luckham re-ordered Item 13 to be discussed after Item 14.2.

14. NEW BUSINESS

14.1 Dark Sky Principles Adoption Advocacy - Request For Decision

Deferred to December, 2024 Trust Council meeting.

14.2 Update on Work to Date on Action 26 (Advocate to Province for changes at the Provincial and regional level to support tiny homes on wheels) of the Islands Trust Housing Strategic Action Plan - Request for Decision

Trustee Boland, Campbell and Elliott formed a working group to look at barriers to allowing tiny homes on wheels. Trustee Elliott provided an update of the work and research done to date.

Discussion ensued.

TC-2024-089

It was MOVED by Trustee Yates, and SECONDED by Trustee Scott, that implementation of the Islands Trust Housing Action Plan be included in the 2025-2028 Strategic Plan, and that Trust Council prioritize implementation of Actions 23, 24 and 26, with a focus on enabling Tiny Homes On Wheels in the Trust Area. (RPC resolution 2024-020)

CARRIED

TC-2024-090

It was MOVED by Trustee Boland, and SECONDED by Trustee Yates,

that Trust Council allocate \$20,000 (of the \$30,000 budgeted in fiscal 2024-2025 to advance the Housing Strategy and Housing Options Toolkit) to support coordination of roundtables and technical workshops with a focus on enabling Tiny Homes in the Trust Area. (RPC Resolution 2024-021)

CARRIED

Trustees Allen, Borthwick, and Yates left the meeting at 12:00 p.m.

The meeting was recessed for a break at 12:00 p.m. and reconvened at 12:05 p.m.

13. ADMINISTRATIVE SERVICES / FINANCE

Trustee Borthwick returned to the meeting 12:12 p.m.

13.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in items 13.1.1, 13.1.2, and 13.1.3.

13.1.1 Director of Administrative Services Report

Receive for information.

13.1.2 June 30, 2024 Financial Report - Request For Decision

That Trust Council approve the June 30, 2024 Financial Report.

13.1.3 2023/24 Statement of Financial Information (SOFI) - Request For Decision

That Trust Council approve the 2023/24 Statement of Financial Information.

13.2 Discussion / Decision Items

13.2.1 Draft 2025/26 Budget Assumptions, Principles, and Guidelines - Request For Decision

Interim Chief Administrative Officer indicated that historically focus has been placed on budget assumptions and principles and provided a summary of guideline recommendations proposed by the Financial Planning Committee.

Trust Council members had no question or comments.

TC-2024-091

It was MOVED by Trustee Peterson, and SECONDED by Trustee Gedye, that Trust Council approve Financial Planning Committee's recommended draft 2025/26 Budget Assumptions, Principles, and Guidelines as presented.

CARRIED

13.2.2 Amendments to Policy 6.3.2 Special Property Tax Requisition - Request For Decision

Interim Chief Administrative Officer noted a current lack of clarity in policy about what happens with special requisition funds allocated to a Local Trust Area if unspent at end of a fiscal year.

TC-2024-092

It was MOVED by Trustee Peterson, and SECONDED by Trustee Gauvreau,
that Trust Council approve the amendments to Policy 6.3.2 Special Property Tax Requisition as presented.

CARRIED

15. DISPOSITION OF DELEGATIONS/PUBLIC COMMENT & CORRESPONDENCE

Chair Luckham asked if Trust Council had any action to take in regards to the delegation or public comments and no actions were identified.

16. TRUSTEE UPDATES - Community Committee Participation

Written updates received for information only.

16.1 Atl'ka7tsem/Howe Sound Biosphere Region

None provided.

16.2 Baynes Sound/Lambert Channel Ecosystem Forum

None provided.

16.3 BC Ferries Advisory Committees

None provided.

16.4 First Nations Relations

None provided.

16.5 Freighter Anchorages/Oceans Protection Plan (OPP)

None provided.

16.6 Shellfish Aquaculture Management Advisory Committee (SF AMAC)

Received for information.

16.7 Southern Gulf Islands Forum

None provided.

17. NEXT MEETING

The next Islands Trust Council Quarterly meeting is scheduled to be held in-person in Victoria December 3 - 5, 2024.

17.1 Proposed December Trust Council 3-day Program

Received for information.

18. ADJOURNMENT

By general consent the meeting was recessed at 12:30 p.m.

Peter Luckham, Chair

Certified Correct:

Lisa Millard, Meeting Administrator/Recorder

Minutes are not official until adopted at a subsequent meeting.

Follow Up Action Report

Trust Council

Communication Specialist

Progress	Activity	Responsibility	Dates	Status
100%	1 That Trust Council request staff to provide a report outlining potential options for how the Trust and local trust committees can engage and assist with the Coast Guard Oil Spill response planning process.	Clare Frater Morgana van Niekerk	Meeting: 22-Sep-2021 Target: 16-Oct-2026	Completed

Director Legislative Services

Progress	Activity	Responsibility	Dates	Status
50%	1 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)	David Marlor	Meeting: 07-Mar-2023 Target: 27-Jun-2023	In Progress
0%	2 Staff to research the possibility of self-insurance.	David Marlor	Meeting: 27-Jun-2023 Target: 10-Dec-2025	In Progress
0%	3 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-2025	In Progress

Follow Up Action Report

Trust Council

Director Legislative Services

Progress	Activity	Responsibility	Dates	Status
52%	4 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: 02-Dec-2025	In Progress
0%	5 Staff to explore options for including an Integrated Spatial Planning approach within the strategic planning process, and report back with recommendations by January, 2025.	David Marlor Stefan Cermak	Meeting: 20-Jun-2024 Target: 01-Jan-2025	In Progress
50%	6 Rename 'Islands Trust Council Goals' chart to 'Islands Trust Council Strategic Plan Goals' in the IT App and corresponding report. *IS HelpDesk ticket sent in October 2, 2024	David Marlor	Meeting: 24-Sep-2024 Target: 13-Nov-2024	In Progress

Follow Up Action Report

Trust Council

Director Legislative Services

Progress	Activity	Responsibility	Dates	Status
23%	7 Staff to establish a Chief Administrative Officer Performance Evaluation Policy Select Committee consisting of the members of the Executive Committee and the chairs of all four standing committees; and, establish the terms of reference for the Chief Administrative Officer Performance Evaluation Policy Select Committee as follows: a) Review material provided by Trustee Falck and Trustee Patrick to Trust Council on December 7, 2023 regarding evaluation of Chief Administrative Officers; b) Engage a consultant to work with the Chief Administrative Officer Performance Evaluation Policy Select Committee, to develop a policy for the performance evaluation of the Islands Trust Chief Administrative Officer; and c) Make recommendations to Trust Council on adoption of a Chief Administrative Officer Performance Evaluation Policy.	David Marlor Julia Mobbs	Meeting: 25-Sep-2024 Target: 03-Dec-2024	In Progress
92%	8 Staff to add the following deferred items from September's Trust Council meeting to December's draft Trust Council meeting agenda for Executive Committee's consideration: 1.(6.2.4) Approval of the Draft Islands Trust 2025-2028 Strategic Plan Elements - Request For Decision 2.(10.2.2) Trust Council Bylaw 197 - Local Trust Committee Meeting Procedures Bylaw - Request For Decision 3.(10.2.3) Amendment to Policy and Procedures Regarding Delegations to Trust Council - Request For Decision 4.(10.2.4) Code of Conduct Review - Next Steps - Request For Decision 5.(14.1) Dark Sky Principles Adoption Advocacy - Request For Decision	David Marlor Julia Mobbs	Meeting: 26-Sep-2024 Target: 13-Nov-2024	In Progress

Follow Up Action Report

Trust Council

Director Legislative Services

Progress	Activity	Responsibility	Dates	Status
100%	9 Staff to complete necessary work with regards to the Trust Council Meeting Procedures Bylaw - Scheduling Amendment and conduct a RWM adopting the changes 24 hours after Trust Council recesses its September meeting.	David Marlor	Meeting: 26-Sep-2024 Target: 18-Oct-2024	Completed

Follow Up Action Report

Trust Council

Director of Planning Services

Progress	Activity	Responsibility	Dates	Status
49%	1 Staff to: a) evaluate the implications of a longer referral response window, and; b) consider how Trust Council and local trust committees (LTC's) might consult with First Nations to better understand what changes to the current referral process should be made to both improve communication and to further reconciliation, and report back to Trust Council.	Stefan Cermak	Meeting: 29-Jun-2023 Target: 30-Sep-2024	In Progress
49%	2 Staff to report in the September (2024) and March (2025) Trust Council meetings about the tracking of planning staff time and application revenue with regards to cost recovery.	Stefan Cermak	Meeting: 14-Mar-2024 Target: 31-Mar-2025	In Progress
0%	3 Staff to explore options for including an Integrated Spatial Planning approach within the strategic planning process, and report back with recommendations by January, 2025.	David Marlor Stefan Cermak	Meeting: 20-Jun-2024 Target: 01-Jan-2025	In Progress
100%	4 Staff to include a Local Trust Committee Bylaw Compliance and Enforcement Policy Template within the amended Bylaw Compliance and Enforcement Policy Review Updates Project Charter.	Stefan Cermak	Meeting: 25-Sep-2024 Target: 19-Feb-2025	Completed
52%	5 Staff to continue drafting amendments to Trust Council Bylaw Compliance and Enforcement Policy (Policy 5.5.1) and provide Regional Planning Committee direction to create a plain language version of the Bylaw Compliance and Enforcement Best Practices manual.	Stefan Cermak	Meeting: 25-Sep-2024 Target: 13-Nov-2024	In Progress

Follow Up Action Report

Trust Council

Director of Planning Services

Progress	Activity	Responsibility	Dates	Status
25%	6 Staff to: 1. Solicit First Nations to get their feedback about the referral processes, concerns and new initiatives; 2. Develop a work plan that captures planned actions advancing from this Referrals to First Nations - Request for Decision; and 3. Include this initiative in the Draft 2025-2028 Strategic Plan and the amended Reconciliation Action Plan.	Stefan Cermak	Meeting: 26-Sep-2024 Target: 19-Feb-2025	In Progress
20%	7 Staff to implement the Islands Trust Housing Action Plan into the 2025-2028 Strategic Plan, and prioritize implementation of Actions 23, 24 and 26, with a focus on enabling Tiny Homes On Wheels in the Trust Area. (RPC resolution 2024-020)	Stefan Cermak	Meeting: 26-Sep-2024 Target: 19-Feb-2025	In Progress

Follow Up Action Report

Trust Council

Director, Administrative Services

Progress	Activity	Responsibility	Dates	Status
0%	1 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, and structure and provide the Minister with an update.	Clare Frater Julia Mobbs	Meeting: 07-Mar-2023 Target: 01-Jun-2025	In Progress
50%	2 Staff to engage with the Province to analyse Section 7 of the Declaration on the Rights of Indigenous Peoples Act to see how it pertains to Islands Trust Council, Islands Trust Conservancy, the Local Trust Committees, and Bowen Island Municipality.	Julia Mobbs	Meeting: 25-Sep-2024 Target: 31-Jan-2025	In Progress
100%	3 Staff to 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 by submitting the Provincial Review of Islands Trust letter to the Lieutenant Governor under Section 8(2)(e) of the Islands Trust Act outlining the potential scope of a review. Before submitting the letter, staff to remove the wording "unanimously" from the last sentence of the second paragraph.	Julia Mobbs	Meeting: 25-Sep-2024 Target: 15-Oct-2024	Completed

Follow Up Action Report

Trust Council

Director, Administrative Services

Progress	Activity	Responsibility	Dates	Status
23%	4 Staff to establish a Chief Administrative Officer Performance Evaluation Policy Select Committee consisting of the members of the Executive Committee and the chairs of all four standing committees; and, establish the terms of reference for the Chief Administrative Officer Performance Evaluation Policy Select Committee as follows: a) Review material provided by Trustee Falck and Trustee Patrick to Trust Council on December 7, 2023 regarding evaluation of Chief Administrative Officers; b) Engage a consultant to work with the Chief Administrative Officer Performance Evaluation Policy Select Committee, to develop a policy for the performance evaluation of the Islands Trust Chief Administrative Officer; and c) Make recommendations to Trust Council on adoption of a Chief Administrative Officer Performance Evaluation Policy.	David Marlor Julia Mobbs	Meeting: 25-Sep-2024 Target: 03-Dec-2024	In Progress
92%	5 Staff to add the following deferred items from September's Trust Council meeting to December's draft Trust Council meeting agenda for Executive Committee's consideration: 1.(6.2.4) Approval of the Draft Islands Trust 2025-2028 Strategic Plan Elements - Request For Decision 2.(10.2.2) Trust Council Bylaw 197 - Local Trust Committee Meeting Procedures Bylaw - Request For Decision 3.(10.2.3) Amendment to Policy and Procedures Regarding Delegations to Trust Council - Request For Decision 4.(10.2.4) Code of Conduct Review - Next Steps - Request For Decision 5.(14.1) Dark Sky Principles Adoption Advocacy - Request For Decision	David Marlor Julia Mobbs	Meeting: 26-Sep-2024 Target: 13-Nov-2024	In Progress

Follow Up Action Report

Trust Council

Director, Trust Area Services

Progress	Activity	Responsibility	Dates	Status
100%	1 That Trust Council request staff to provide a report outlining potential options for how the Trust and local trust committees can engage and assist with the Coast Guard Oil Spill response planning process.	Clare Frater Morgana van Niekerk	Meeting: 22-Sep-2021 Target: 16-Oct-2026	Completed
64%	2 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
5%	3 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	Meeting: 21-Sep-2022 Target: 20-Nov-2024	In Progress
0%	4 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, and structure and provide the Minister with an update.	Clare Frater Julia Mobbs	Meeting: 07-Mar-2023 Target: 01-Jun-2025	In Progress
100%	5 Write a thank you letter to sole delegate from September's Trust Council meeting, Elsie Born, Salt Spring Island Poultry Club.	Clare Frater	Meeting: 24-Sep-2024 Target: 15-Oct-2024	Completed

**Resolutions Without Meetings Log****Trust Council**

Resolution Number	Action	Date
2024-006 For Trust Council to schedule a special electronic meeting to hold a restricted in-camera session in order for the CAC That Trust Council schedule a special electronic meeting to be held May 30, 2024, at 1:00 p.m. to hold a restricted in-camera session in order for the Chief Administrative Officer Hiring Committee to present matters for discussion and decision regarding the chief administrative officer's position. <u>Trustee Morrison OPPOSED</u>	Carried	28-May-2024
2024-005 The following matter is considered urgent and necessary in order to adopt Islands Trust Council Bylaw No. 194, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025." That Trust Council adopt Islands Trust Council Bylaw No. 194, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2024-2025."	Carried	23-May-2024
2024-004 Schedule a Special Electronic COTW meeting. that Trust Council schedule a Committee of the Whole Special Electronic Meeting to be held May 30, 2024, from 9:30 a.m. to 12:30 p.m. for the purpose of discussing the new draft of the Policy Statement and the process by which it will be considered.	Carried	02-May-2024
2024-003 To adopt Islands Trust Council Bylaw No. 193, cited as "Islands Trust Council Financial Plan Bylaw 2024-25". that Trust Council adopt Islands Trust Council Bylaw No. 193, cited as "Islands Trust Council Financial Plan Bylaw 2024-25".	Carried	07-May-2024



Resolutions Without Meetings Log

Trust Council

Resolution Number	Action	Date
2024-002 Adopt Islands Trust Council Bylaw No. 196, cited as the "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment 1, 2024" that Trust Council adopt Islands Trust Council Bylaw 196, cited as the "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2024".	Carried	03-Apr-2024
2024-001 Adopt Islands Trust Council Bylaw 195, cited as the "Islands Trust Council Records Management System Bylaw, 2024" that Trust Council adopt Islands Trust Council Bylaw 195, cited as the "Islands Trust Council Records Management System Bylaw, 2024".	Carried	22-Mar-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. Request to Minister for Review of Islands Trust 2. Update Islands Trust Policy Statement 3. First Nations Reconciliation 4. Strategic Planning	1. Strategic Planning/Administration 2. Covenant and Property Acquisitions 3. Property and Covenant Management 4. Communications 5. Fundraising and Conservancy Support
Financial Planning Committee	Regional Planning Committee	Trust Programs Committee
1. Budget 2025/26: Draft 2 Preparation and Review 2. 2024/25 Q3 Financial Forecast 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. Stewardship Education Program 2. Secretariat Role to Forums within the Trust Area 3. Trust Council Policy 1.2.1 (Policy Statement Amendment)



Governance Committee		
1. Review of Governance Report 2. Corporate Planning 3. Meeting process (Bylaw 101 and policies) 4. Secretariat and/or in-house legal counsel 5. Policy 7.2.1 Trustee Remuneration - Review and Update		



Northern Islands

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

Denman Island

- . Major Project - Denman Housing (OCP and LUB) Review Project - Stage 2, Phase 2
- . Minor Project - Housing Related TUP Review

Gabriola Island

- . Major Project - Gabriola Island Comprehensive OCP and LUB Review - Phase 2

Gambier Island

- . Major Project - Gambier OCP & LUB Targeted Review - Phase 2
- . Minor Project - Keats Island Shoreline Protection Project - Phase 3 (Continued)

Northern Islands

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

Hornby Island

- . Major Project - Hornby Island Official Community Plan and Land Use Bylaw Review

Lasqueti Island

- . Minor Project - Official Community Plan Review - Phases 2 & 3

Southern Islands

Galiano, Mayne, North Pender,
South Pender, Saturna

Galiano Island

- . Minor Project - Groundwater Sustainability

Mayne Island

- . Major Project - Housing Options Project - Phase 2

North Pender Island

- . Major project - Housing Access and Affordability Project
- . Minor project - Update of Raptors Nest DPAs

Saturna Island

- . Minor Project - Minor housing amendments review project

South Pender Island

- . Minor Project - Minor LUB Review Project

Salt Spring

Salt Spring Island

- . Minor Project - Housing Action Program - Implementation (Bylaw 537)
- . Major Project - Ganges (Shiya'hwt/Syowt) Village Planning
- . Extraordinary Project - OCP-LUB Update
- . Major Project - Water Sustainability - coordinate multiple jurisdictions in planning for water sustainability and watershed protection.

Active Projects Report

Executive Committee

1. Request to Minister for Review of Islands Trust

Activity:

To follow up on the request by Trust Council for a review of the Islands Trust by the Minister of Municipal Affairs.

Responsible

Julia Mobbs

Dates

Rec'd: 01-Nov-2023
Target: 31-Mar-2025

2. Update Islands Trust Policy Statement

Activity:

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)

Responsible

Clare Frater

Dates

Rec'd: 26-Feb-2020
Target: 26-Sep-2023

3. First Nations Reconciliation

Activity:

Develop Islands Trust First Nations Reconciliation and engagement planning (Strategic Plan Items 4.5 & 4.6)

Responsible

Clare Frater

Dates

Rec'd: 02-Sep-2020
Target: 31-Mar-2025

Active Projects Report

Executive Committee

4. *Strategic Planning*

Responsible

Dates

Activity:

Julia Mobbs

Rec'd: 03-May-2023

Guide the development and implementation of the Islands Trust Strategic Plan.

Target: 31-Mar-2025

Future Projects Report

Executive Committee

1. *Marine Ecosystems*

Advance the preservation and protection of marine ecosystems.

Responsible

Clare Frater

Date Received

03-May-2023

2. *MOTI MOU's*

To engage with the Ministry of Transportation on a updated Memorandum of Understanding.

Responsible

Clare Frater

Date Received

03-May-2023

3. *Climate Change Emergency*

Programming associated with the Climate Change declaration of the Islands Trust.

Responsible

Clare Frater

Date Received

03-May-2023

4. *Provincial Funding Strategy*

Develop a strategy to request additional funding from the Province, including revisiting the provincial grant funding formula to the Islands Trust.

Responsible

Julia Mobbs

Date Received

07-Mar-2023

Islands Trust Governance Committee Work Program Matrix

November 5, 2024
Forward to Trust Council

LEGEND:

- Not Started
- In-progress
- ✓ Complete

Not Urgent, Important	Urgent, High Priority
• Election of Executive Committee • Committees Structure: Clear mandates, review of size, champion proposals to Trust Council • Make Mandate of Conservancy More Prominent	✓ Response to the Province Requesting A Review of Islands Trust ➤ Meeting Process (Bylaw 101 & related policies) ➤ Review of Trustee Compensation Policy ➤ Strategic/Corporate Planning/Visioning process and related operational review • Secretariat/hiring in-house legal counsel - needs research • Prepare a Trust Council Session for review of Governance Report
Not Urgent, Lower Priority	Urgent, Lower Priority
• Information to Trustee Candidates Before Election • Recording of Negative Votes (forward to Executive Committee)	<i>These items require preparation of other policies before they can be effectively addressed.</i> • Communications • Advocacy

Non-Urgent, Important items under close examined by other Council Committees

- Local planning issues: OCP numbers & updates (Regional Planning Committee)
- Policy Statement Update (Trust Programs Committee and Executive Committee)
- Trustee Leadership Development

Matters Outside Our Jurisdictions

Urgent and Important

- First Nations representation (possible referral to First Nations committee if it gets established, otherwise multiple protocol agreements not considered in report)

Not Urgent, Not Priority

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

Active Projects Report

Governance Committee

1. Review of Governance Report

Activity:

Prepare Trust Council session for review of Governance Report.

Responsible

Julia Mobbs

Dates

Rec'd: 09-Nov-2023

Target: 03-Dec-2024

2. Corporate Planning

Activity:

Continue implementation of enhanced corporate planning processes:
Visioning - complete; Values - skipped; SWOT - complete; Strategic Plan - in progress;
Departmental work plans - upcoming; incorporating work plans into the financial plan - upcoming.

Responsible

Julia Mobbs

Dates

Rec'd: 17-Apr-2023

Target: 03-Dec-2024

3. Meeting process (Bylaw 101 and policies)

Activity:

Review and recommend amendments to the Trust Council Meeting Procedure Bylaws 101 and related policies to address the concerns raised by Great Northern Management Consultants in the 2022 Governance Review Report of the Islands Trust.

Responsible

David Marlor

Dates

Rec'd: 17-Apr-2023

Target: 04-Dec-2024

Active Projects Report

Governance Committee

4. *Secretariat and/or in-house legal counsel*

Activity:

Consider opportunities to hire a Trust Council secretariat or in-house legal counsel, and any associated implications to the Islands Trust.

Responsible

David Marlor

Dates

Rec'd: 11-Apr-2023
Target: 03-Dec-2024

5. *Policy 7.2.1 Trustee Remuneration - Review and Update*

Activity:

Review and update Trust Council's Policy 7.2.1 Trustee Remuneration in line with the UBCM Council and Board Remuneration Guide.

Responsible

Julia Mobbs

Dates

Rec'd: 12-Jan-2024
Target: 19-Mar-2025

Active Projects Report

Financial Planning Committee

1. Budget 2025/26: Draft 2 Preparation and Review

Activity:

Review Draft 2, version 1 of the 2025/26 budget in January 2024.

Review Draft 2, version 2 of the 2025/26 budget in February 2024.

Prepare recommended budget for submission to Trust Council in March 2025.

Responsible

Julia Mobbs

Dates

Rec'd: 03-Dec-2024

Target: 11-Mar-2025

2. 2024/25 Q3 Financial Forecast

Activity:

The 2024/25 Financial Forecast informs spending decisions for the remainder of the fiscal year, and supports development of the draft 2025/26 budget.

Responsible

Julia Mobbs

Dates

Rec'd: 03-Dec-2024

Target: 12-Mar-2025

3. Financial Policy Review

Activity:

Continued review of select Trust Council financial policies based on feedback from initial reviews performed by the outgoing FPC:

·6.5.2 Budget Control and Adjustment Authority (EC directed)

Responsible

David Marlor

Julia Mobbs

Dates

Rec'd: 12-Mar-2024

Target: 15-Jun-2025

Active Projects Report

Regional Planning Committee

1. *Bylaw Compliance and Enforcement Review*

Activity:

Sept 2024: Trust Council requested a plain language BP manual; approved inclusion of an LTC Bylaw Compliance and Enforcement Template
March 2024: Trust council approves Project Charter.

Responsible

Robert Kojima
Stefan Cermak
Warren Dingman

Dates

Rec'd: 13-Mar-2024
Target: 31-Mar-2025

2. *Implement the Housing Strategic Action Plan*

Activity:

Strategic Plan Goal: Strengthen housing affordability throughout the Islands Trust Area

Sept. 2024: Trust council prioritizes addressing Tiny Homes on Wheels.
December 2023: Trust Council Adopted Housing Strategic Action Plan on . Includes Implementation Plan.

Responsible

Robert Kojima
Stefan Cermak

Dates

Rec'd: 12-Feb-2020
Target: 31-Mar-2025

Active Projects Report

Regional Planning Committee

3. *Implement the Fresh Water Sustainability Strategy*

Responsible

Dates

Activity:

Strategic Plan Goal: Protect quality and quantity of fresh water resources of the Trust Area

Oct. 2024: Grant submission request to implement FWSS.

Sept. 2024: RPC receives summary of FWSS past projects.

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.

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.

Stefan Cermak
William Shulba

Rec'd: 12-Feb-2020
Target: 31-Mar-2026

Future Projects Report

Regional Planning Committee

1. *Shoreline Marine Planning*

Responsible

Date Received

Trust Council - 2015-2018 Strategic Plan Item

09-Nov-2017

Conduct a working group session to brainstorm possible directions.

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.

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).

12-Feb-2020

2. Create a model development permit area for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas-fir zones throughout the Trust Area (2018-2022 Strategic Plan item 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.

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.

12-Feb-2020

2. Undertake a review of Local Trust Committee- Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore (2018-2022 Strategic Plan item 2.3). Received Consultants Report.

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)

12-Feb-2020

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

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:

12-Feb-2020

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).

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

Future Projects Report

Regional Planning Committee

Feb. 9, 2022

09-Feb-2022

Request from SSI LTC which indicated a need to include First Nations consultation requirements; cultural and sacred sites siting requirements; and consideration of Salt Spring Island Advisory Planning Commission recommendations. Committee discussion included:

RPC-2022-012

It was MOVED and SECONDED,
that Regional Planning Committee add "updating the model strategy for antennae systems" to the projects list of RPC's Work Program.

CARRIED

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

9. *Strengthen Relations with First Nations*

Responsible

Date Received

Future Projects Report

Regional Planning Committee

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

Active Projects Report

Trust Programs Committee

1. Stewardship Education Program

Activity:

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 and three webinars - Saltwater Intrusion and Groundwater Conservation; Living With Fire; and Invasive Species Plant Removal and Native Plant Gardening.

Responsible

Clare Frater
Morgana van
Niekerk

Dates

Rec'd: 22-May-2024
Target: 31-Mar-2025

2. Secretariat Role to Forums within the Trust Area

Activity:

Administer Secretariat Services program.

Responsible

Clare Frater

Dates

Rec'd: 22-May-2024
Target: 31-Mar-2025

3. Trust Council Policy 1.2.1 (Policy Statement Amendment)

Activity:

Review of the Policy with the view of making recommendations to Trust Council for amendments if required.

Responsible

Clare Frater
Jason Youmans

Dates

Rec'd: 04-Nov-2024
Target: 12-Feb-2025

Future Projects Report

Trust Programs Committee

1. *Update Crown Land Agreements*

Responsible

Date Received

Implement Crown Land Protocol project charter V2 and engage Bowen Island Municipality and the Province of B.C. in updating and consolidating existing agreements about Crown land into one agreement.

19-Jun-2014

2. *Community Benefit Land Trust Concept*

Responsible

Date Received

Further consideration of the Community Benefit Land Trust Concept briefing presented to TPC on February 5, 2021.

05-Feb-2021

3. *Community Stewardship Awards Program*

Responsible

Date Received

Trust Council Policy 2.1.11 Administration of Community Stewardship Awards Program states: Islands Trust Programs Committee of Trust Council is responsible for initiating Islands Trust Community Stewardship Awards Program in February in the final year of each term.

02-Dec-2021



ISLANDS TRUST CONSERVANCY REPORT TO TRUST COUNCIL 3rd Quarter 2024-2025

COMPLETED SINCE LAST REPORT (September – December 2024)	PLANNED FOR NEXT QUARTER (January – March 2025)
1. STRATEGIC PLANNING/ADMINISTRATION	
Staffing: Began competition process for A/Manager position (for remaining 8 months of Manager’s Temporary Assignment) – expect candidate to begin by or in January. Protected Area Management Team Lead job description and classification process completed. Five Year Plan Development: Seeking extension for project given changing nature of ITC Manager position, staff capacity, and desire for more time for First Nations engagement; updated process timeframe. ITC Board: Held October and November ITC Board meetings. Other: Initiated Protected Area Data Management Project. Initiate evaluation of species and ecosystems at risk and property/covenant management data infrastructure needs. Continued participation in Coastal Douglas-fir Conservation Partnership. Several staff participated in Salish Sea Regional Conservation Forum, October 17-18, Galiano Island	Staffing: Onboard new A/Manager and new Protected Area Management Team Lead positions. Five Year Plan Development: Contact with First Nations to schedule and hold initial engagement meetings. Provide capacity assistance to interested First Nations. ITC Board: Prepare and hold January and March ITC Board meetings. Other: Finalize software solution for ITC’s Protected Areas Data Management Project. Create report templates and procedures for ITC applications using new CityView software; complete transition of existing data into new platform. Update conservation application information on website. Identify and prioritize outstanding Regional Conservation Plan actions; review and revise reporting process. Review and recommend updates to the land securement policies and procedures

As of December 2024 the Islands Trust Conservancy protects 115 conservation properties, 34 nature reserves and 81 covenants (of which 29 have NAPTEP certificates)

2. COVENANT AND PROPERTY ACQUISITIONS	
Current Projects: Registered NAPTEP covenants on ~2.45 ha on Salt Spring Island and ~2.68 ha on Gabriola Island NAPTEP applications: Completed Phase 1 on one in-process application (~0.6 ha, North Pender) and initiated Phase 1 process on one new covenant application (~1 ha, Salt Spring Island) Responded to securement enquiries for 2 potential nature reserves (North Pender, Saturna) and 2 potential covenants (Denman, Galiano)	Current Projects: Continue securement negotiations on ~27 ha of land for ITC nature reserve (1 Galiano, 1 Salt Spring) Continue negotiations on ~4.1 ha of land for NAPTEP covenants (1 North Pender, 1 Salt Spring) Begin First Nations referrals and Ministerial approval of 1 new NAPTEP application (Salt Spring Island)
3. COVENANT AND PROPERTY MANAGEMENT	
Nature Reserve and Covenant Monitoring: Presented nature reserve monitoring report and covenant monitoring report to the ITC Board, and began follow up compliance concerns, and provided updates on monitoring outcomes to covenant landholders, covenant co-holders, and nature reserve management groups. Conducted monitoring and maintenance activities in Garry oak meadow restoration areas in conservation covenants on Salt Spring and Sidney islands. Field Technology Improvements: Worked with GIS staff and contractor to configure Field Maps application for improved functionality Resumed research on remote monitoring approaches and technologies for covenants and nature reserves. Species at Risk and Invasive Species Projects: Initiated species at risk surveys at the Larmour Nature Reserve (Salt Spring)	Nature Reserve and Covenant Monitoring: Prepare for 2025 monitoring requirements. Field Technology Improvements: Complete work with GIS to ensure updates to Field Maps have been made and receive training on the new application before the 2025 monitoring season begins. Species at Risk and Invasive Species Projects: Continue to coordinate ongoing management contracts for conservation covenants and nature reserves. Continue participation in Sidney Island Ecological Restoration Project (SIERP) and Capital Region Invasive Species Partnership (CRISP). Other: Continue to work on getting an archeological survey with First Nations approved archeologist for Link and Saturnina Islands Continue project to secure a data management system specific to ITC for protected area information, mapping and monitoring.

As of December 2024 the Islands Trust Conservancy protects 115 conservation properties, 34 nature reserves and 81 covenants (of which 29 have NAPTEP certificates)



ISLANDS TRUST CONSERVANCY REPORT TO TRUST COUNCIL 3rd Quarter 2024-2025

Initiated propagation of Coastal Scouler's-catchfly plants to augment the population on Mount Tuam (Salt Spring). Coordinated contracts to complete management activities including invasive species removal for conservation covenants and nature reserves. Continue participation in Sidney Island Ecological Restoration Project (SIERP) and Capital Region Invasive Species Partnership (CRISP). Develop species and ecosystems data-sharing agreement for conservation covenant lands. Other: Completed species and ecosystems at risk data updates for internal use by planning and ITC staff. Investigated transportation options for small islands and other remote protected areas.	Collaborate with GIS staff to inform decisions around a new TAPIS 3.0 mapping and information system as it gets developed
4. COMMUNICATIONS AND OUTREACH	
Published Fall 2024 issue of the Heron newsletter and ITC eNews. Developed a 35th Anniversary plan for 2025 and initiated design of a 35th Anniversary logo. Published covenant landholders' newsletter. Completed engagement survey with ITC Nature Reserve volunteer wardens and moved on to determine changes required. Published new Islands Trust Conservancy brochure. Published updated for 2024 Protected Places Map. Published annual Conservation Countdown Video on YouTube and social media. Published annual holiday cards and end-of-year ITC eNews.	Produce Spring 2025 issue of the Heron Newsletter and ITC eNews. Begin to implement 35th Anniversary plan. Published 2024/25 Impact Report. Weekly social media posting and engagement (ongoing). Holiday card development and distribution

As of December 2024 the Islands Trust Conservancy protects 115 conservation properties, 34 nature reserves and 81 covenants (of which 29 have NAPTEP certificates)

Supported strategic fundraising with ongoing Will Power campaign. Prepared and delivered a survey to local conservancies about their capacity to document Species at Risk occurrences and identified potential training needs that ITC can provide. Weekly social media posting and engagement (ongoing).	
5. FUNDRAISING AND CONSERVANCY SUPPORT	
Donors: Stewardship of donors and advisors (ongoing). Conducted outreach to repeat donors. Identified opportunities to boost fundraising for ITC's land acquisition funds - to be better prepared for future acquisition projects. Strategic Giving: Panel Presentation with Pender Island Conservancy Association on Strategic Giving Attended Victoria Vital Signs launch for networking purposes. Prepared Strategic Fund Development advertising and marketing strategy. Attended Canadian Association of Gift Planners WillPower campaign annual launch and strategy meeting Met with lawyers regarding possible gift of land with Species at Risk values Met with Gabriola Land and Trails Trust to co-develop a Legacy Giving presentation on Gabriola Conversations with 2 donors who have named Islands Trust Conservancy in their Wills.	Donors: Stewardship of donors and advisors (ongoing). Fund Development Specialist and Communications Specialist will work together to incorporate/link ITC fundraising goals into 35th anniversary plans. Holiday appeal exploration Discuss Securities donation opportunities with selected donors. Strategic Giving: Continue WillPower Campaign Fund Management: Complete update of Opportunity Fund Guidelines

As of December 2024 the Islands Trust Conservancy protects 115 conservation properties, 34 nature reserves and 81 covenants (of which 29 have NAPTEP certificates)



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.
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- Rules governing delegations are outlined in the Islands [Trust Council Meeting Procedures Bylaw 101](#).

All meetings are open to the public, are live streamed and recorded. Physical locations of the meeting are posted on the Islands Trust website.

Submit this form to ExecAdmin@islandstrust.bc.ca or mail to Islands Trust #200 – 1627 Fort St. Victoria B.C. V8R 1H8

I wish to address Islands Trust Council or Yes _____ Council Committee
at the meeting of September Trust Council meeting in Nanaimo in late September

I REPRESENT _____
Veins of Life Watershed Society (Name of Organization if applicable)

AS _____ A Founder and Director _____
(Capacity/Office)

NAME OF PRESENTER or Alternate _____ John R Roe _____

ADDRESS _____

TELEPHONE NO.(s) _____ E-MAIL _____

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

_____ Addressing the Causes and Problems Affecting Freshwater and Marine Shoreline
Ecosystems to Rebuild the Shellfish Industry Without Depuration _____

(If more space is required, please attach an additional page to this form.)

- ☐ YES I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.
☐ YES 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: 2024-08-28 Signed: _____ As Signed: John R Roe _____
(Signature of Applicant)



Islands Trust

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I wish to address Islands Trust Council or _____ Council Committee

at the meeting of December 2024

I REPRESENT Capital Regional District / Rural Housing Program
(Name of Organization if applicable)

AS Manager, Service Delivery, Southern Gulf Islands
(Capacity/Office)

NAME OF PRESENTER or Alternate Justine Starke

ADDRESS 625 Fisgard St. Victoria

TELEPHONE NO.(s) 250-507-2419 E-MAIL jstarke@crd.bc.ca

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

Present Rural Housing Program to Trust Council. Focus to be applicable to all the Islands Trust Area.
(If more space is required, please attach an additional page to this form.)

- ☒ I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.
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Date: Oct. 30 2024

Signed: _____

(Signature of Applicant)



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I wish to address Islands Trust Council

at the meeting of December 3-5th, 2024

I REPRESENT Bowen Island Municipality
(Name of Organization if applicable)

AS Mayor
(Capacity/Office)

NAME OF PRESENTER or Alternate Andrew Leonard

ADDRESS 981 Artisan Lane, Bowen Island, BC

TELEPHONE NO.(s) 604-927-4255 E-MAIL mayor@bimbc.ca

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

(If more space is required, please attach an additional page to this form.)

- ☐ I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.
☒ I am aware that the meeting and my presentation will be live streamed via the Islands Trust website and recorded.

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Date: October 30, 2024 Signed: _____



APPLICATION FORM FOR DELEGATIONS TO ADDRESS ISLANDS TRUST COUNCIL OR A COUNCIL COMMITTEE

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I wish to address Islands Trust Council or _____ Council Committee

at the meeting of December 2024

I REPRESENT KEEP Salt Spring SUSTAINABLE
(Name of Organization if applicable)

AS MEMBER
(Capacity/Office)

NAME OF PRESENTER or Alternate Maxine Leichter

ADDRESS _____ Salt Spring Is BC _____

TELEPHONE NO.(s) _____ E-MAIL _____

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.
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Date: Nov 11, 2024

Signed: _____

(Signature of Applicant)



Islands Trust

APPLICATION FORM FOR DELEGATIONS TO ADDRESS ISLANDS TRUST COUNCIL OR A COUNCIL COMMITTEE

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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 the Quarterly TC - December 2024

I REPRESENT Friends of the Gulf Islands Society
(Name of Organization if applicable)

AS President
(Capacity/Office)

NAME OF PRESENTER or Alternate To be determined when date for Delegations is announced

ADDRESS _____

TELEPHONE NO.(s) _____ E-MAIL _____

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

To comment on the draft TPS & Committee of the whole discussions

(If more space is required, please attach an additional page to this form.)

- ☐ I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.
☒ I am aware that the meeting and my presentation will be live streamed via the Islands Trust website and recorded.

*Please note personal information contained on this form is collected under the authority of the Local Government Act and is subject to the Freedom of Information and Protection of Privacy Act. The personal information will be used for contact purposes only. Enquiries about the use of information in this form can be directed to the Legislative Services Manager at information@islandstrust.bc.ca

Date: Nov. 12, 2024 Signed: _____



CHIEF ADMINISTRATIVE OFFICER

Trust Council Quarterly Meeting

Presented by: Rueben Bronee

December 3, 2024



Islands Trust

EXPERIENCE & BACKGROUND

- **15 years experience in provincial public service executive roles**
- **Policy, communications, strategy, public service renewal & innovation, partner relations, budget management, employee engagement**
- **“Fearless advice, loyal implementation”**

FIRST IMPRESSIONS

- **Capable, passionate people with a shared purpose**
- **Responding to complex challenges in a complex social and economic context**
- **An opportunity to reinforce the relevance of the Islands Trust, ensure stability and refocus on the future**

PRELIMINARY AREAS OF FOCUS

- **Building on operational strengths and identifying gaps**
 - **Working with Trust Council to conclude the Policy Statement and prepare for a potential provincial review**
 - **Opportunities for focus through strategic planning**
 - **Ensuring a positive, productive and professional relationship between staff and Trustees**
-

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.	100% 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. SSI shifted protecting the CDF zone to considering wildfire resilience in CDF zones. Communication materials were created. Research in community is ongoing. At present, no work related to creating a model DP is planned.	0% complete
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 Committee	\$8200 - grant funded	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. Staff have secured an \$8200 grant for this analysis work and Executive Committee has approved a project charter. TAS staff have drafted an invitation to quote for the work.	15% complete Ongoing
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 <i>Private Managed Forest Land Act</i> .	Executive Committee	None.	To be removed as per TC Sept. 2024	Cancelled.

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.	75% complete
2.2. Map the extent of eelgrass and kelp beds throughout the Trust Area.	Regional Planning Committee		Phase 1 Work was completed in March 2022. Phase 2 business case not supported by RPC nor Trust Council.	50% Complete
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	Inventory complete, components for a model bylaw were drafted. Model bylaws not adopted.	75% Complete.

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. Implementation Plan being developed.	75% Complete.

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
2.5. 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.	50% complete
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.	100% complete (Excludes greywater recycling)

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 Committee/Trust Programs Committee	\$81,000 in 2024/25	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 May 2024, the Committee of the Whole received a revised draft, and monthly meetings are scheduled through to December 2024. Public engagement will begin after Trust Council provides approval in principle. Staff have prepared a revised budget and project charter as requested by Executive Committee.	75% complete (project)
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.	Local Trust Committees		No regional approach. LTCs considering independently. For example: Gambier, Galiano, North Pender, Gabriola, Salt Spring considering various aspects of strategy.	25% Complete.

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
3.3 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.	25% complete 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	Incorporated into annual operating budgets	Complete.	Live-streaming capabilities have been incorporated into all Islands Trust public meetings. Funding for required software and service subscriptions is now an annual inclusion in the information services operating budget.
4.2. Develop a new website and initiate a social media program.	Executive Committee		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	\$15,000 2024/25	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 was delivered for March 2024. TPC will be delivering three webinars in 2024/25 and the Living in the Trust Area program continues.	Development complete Implementation -ongoing

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.	75% Complete

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 Committee/Trust Programs Committee		As described above the Policy Statement Amendment Project is underway.	75% complete (project)
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 Committee/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.	75% complete Ongoing
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.	75% Complete.
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.	75% Complete
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.	0% Complete

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.	Executive Committee/Trust Area Services/Planning S		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 so Staff have begun preliminary work.	50% complete. 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 developed a draft chance find protocol. In March 2023, Trust Council struck a Reconciliation Learning Group which has begun learning activities with support from a contractor.	50% complete.
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.	25% Complete

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

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 Committee/Regional Planning Committee		Complete	i. Allow for entry warrants - need to be reconsidered and an alternative strategy developed ii. Grant authority to use municipal ticketing for development permit enforcement - need to be reconsidered and an alternative strategy developed iii. Enable adoption of development approval information bylaws by local trust committee - done. iv. Add First Nations to the list of bodies with whom the Trust works in cooperation - done. v. Enable delegation to staff the issuance of development permits - need to be reconsidered and an alternative strategy

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
				developed vi. Clarify foreshore zoning authority - need to be reconsidered and an alternative strategy developed
5.10 Development of a Corporate Plan for the Islands Trust	Executive Committee		Currently at Phase 2, Part 4: Development of long range goals and objectives	
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 in 2023/24 and 2024/25 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 At'l'ka7tsem Community Forum, and - Rural Island Economic Forum -Vancouver Island and Coastal Communities Climate Leadership Plan Steering Committee (23/24 and 24/25 only)	Development 100% complete Implementation ongoing
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

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
5.4 Implement a Trust Council Policy analysis, review, and amendment of deemed top priorities for consideration and approval by Trust Council.	Executive Committee		Added March 2021 by amendment of Trust Council. 2024-05-29 Trust Council has reviewed and deleted 9 out of date or redundant policies. Council Committee Systems and Terms of Reference policies combined and updated. Special Tax Levy policy under review and recommendations via FPC planned for September 2024 Trust Council.	In progress
5.5. Request additional funding from the Province	Executive Committee		The draft letter to the Province requested Provincial review of Islands Trust includes a request for a review of the Islands Trust funding model. No work on this project has advanced with Executive Committee.	Hold
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	Trust Council			The new strategic plan for 2025-2028 will prioritize work to be undertaken in relation to housing and land use decisions.

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

5. GOVERNANCE

To amend the Policy Statement

Strategy	Responsibility	Funding	Comment	Implementation
5.6. Amend the Policy Statement introductory and definitions sections.	TC/Executive Committee/Trust Programs Committee	See 3.1	See above. Project scope has increased considerably since initiation.	75% complete (project) Ongoing
5.7. Determine if additional changes to the Policy Statement are desired by Trust Council.	TC/Executive Committee/Trust Programs Committee	See 3.1	Pending Trust Council direction on next steps.	75% complete (project) Ongoing



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** December 3, 2024
From: Executive Office **Date Prepared:** November 7, 2024
SUBJECT: Proposed 2025/26 Trust Council Meeting Schedule

RECOMMENDATION:

1. THAT Trust Council adopt quarterly meeting dates to the end of fiscal 2025/26 of:
 - a. March 11 – 13, 2025
 - b. June 17 – 19, 2025
 - c. September 16 – 18, 2025
 - d. December 2 – 4, 2025; and,
 - e. March 10 – 12, 2026
2. THAT Trust Council adopt quarterly meeting locations to the end of fiscal 2025/26:
 - a. March 2025, Nanaimo, BC
 - b. June 2025, Salt Spring Island, BC
 - c. September 2025, Gabriola Island, BC
 - d. December 2025, Victoria, BC; and,
 - e. March 2026, Duncan, BC

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

By Bylaw, as a regular course of business, Trust Council is required to establish its upcoming annual meeting schedule at the December meeting the year prior. Trust Council's determined meeting dates are the primary driver of the Islands Trust legislative calendar around which other meetings are centred. Staff have developed a Local Trust Committee and Council Committee meeting schedule for the organization based upon the Trust Council and Executive Committee dates recommended in this report. Trust Council should consider the dates that have been offered and make any required changes if necessary

1 PURPOSE: To approve the Trust Council 2025-26 meeting schedule.

2 BACKGROUND: The Trust Council 2025/26 schedule follows the [Meeting Procedures Bylaw No. 101](#) which states "*the Council shall establish the schedule of the date, time and place of regular Council meetings, one of which shall be in each of the months of March, June, September and December,*" at its December meeting. See Attachment 1 for the proposed 2025/26 schedule.

Trust Council's recent amendment to its meeting procedures bylaw directs meeting planning to be conducted on a fiscal year rather than a calendar year. In this year of transition, this means 15 months of meeting planning is required as opposed to the customary 12 months. Future years will move back to a 12 month planning schedule aligning with the fiscal year, for the time period of April 1 – March 31.

The proposed 2025/26 meeting dates (attached) have been selected taking into consideration statutory holidays, known convention and conference dates, National Indigenous Peoples day and other scheduling throughout the year.

The following Trust Council meeting dates are proposed for the end of 2024/25 and for 2025/26:

- March 11 - 13, 2025
- June 17 - 19, 2025
- September 16 - 18, 2025
- December 2 - 4, 2025
- March 10 - 12, 2026

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

The locations of the proposed meetings have taken into account venue availability, seasonal weather and travel conditions related to such, holding meetings within the Islands Trust Area and general proximity for ease of all to travel to, with the meetings in Nanaimo, Victoria, Salt Spring, Gabriola, and Duncan. This can change as per Trust Council direction. As for the costs of meetings and the provision of electronic meetings, the draft budget being presented in December 2024 includes those costs.

Recommendations from Standing Committees:

At its July 2024 meeting, Governance Committee made the following resolution:

GC-2024-032

that Governance Committee recommend to Trust Council that [it] reconsider the timing of the September Trust Council meeting.

Staff have prepared proposed meetings dates in accordance with the Meeting Procedures Bylaw 101 and have not investigated alternative timing to the September meeting as recommended to TC by the Governance Committee.

As the Meeting Procedure Bylaw states trust Council meetings are to be schedule in the months of “March, June, September and December,” if a change is made to hold the September Trust Council meeting in a different month, the Bylaw will need to be amended and all other Trust Council meetings will need to be considered.

At its October 2024 meeting, Financial Planning Committee made the following resolution:

FPC-2024-035

that Financial Planning Committee recommend to Trust Council to explore new venues/locations for future Trust Council meetings for the purposes of achieving potential significant cost savings.

Staff have not conducted this assessment, but will do so as directed by TC. Identification of more economical locations and venues for hosting meetings may result in revised locations of Trust Council meetings against the proposed, but is highly unlikely to influence proposed meeting dates.

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

2 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: If Trust Council makes significant amendments to the schedule in December 2024, there will be a significant reordering of LTC and Council Committee meeting dates as a result.

FINANCIAL: The largest financial impact of meeting planning for Trust Council is the selected format of meetings (in person or electronic), as well as meeting location (in a Local Trust Area island or on Vancouver Island). In-person meetings cost an estimated \$33,000 depending on location while electronic meetings cost about \$1,300.

POLICY: This recommendation is within the policy framework of the Islands Trust. If the September timing of the Trust Council meeting is amended, Bylaw 101 may require amending.

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

FIRST NATIONS: None.

OTHER: None.

3 RELEVANT POLICY(S):

[Meeting Procedures Bylaw No. 101](#)

4 ATTACHMENT:

- 2025/26 Islands Trust Council and Committees Meeting Schedule

RESPONSE OPTIONS

Recommendation:

1. THAT Trust Council adopt quarterly meeting dates to the end of fiscal 2025/26 of:
 - a. March 11 – 13, 2025
 - b. June 17 – 19, 2025
 - c. September 16 – 18, 2025
 - d. December 2 – 4, 2025; and,
 - e. March 10 – 12, 2026
2. THAT Trust Council adopt quarterly meeting locations to the end of fiscal 2025/26:
 - a. March 2025, Nanaimo, BC
 - b. June 2025, Salt Spring Island, BC
 - c. September 2025, Gabriola Island, BC
 - d. December 2025, Victoria, BC; and,
 - e. March 2026, Duncan, BC

Alternative:

Trust Council may choose to adopt alternate meeting dates or locations to those proposed in this report.

Prepared By: Executive Coordinator
Reviewed By: Interim CAO/Nov 13, 2024



Islands Trust

2025/26 Islands Trust Council and Committees Meeting Schedule

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

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

Executive Committee

2024/25

1. January 15 @ 9:15 a.m.
2. February 5 @ 9:15 a.m.
3. February 26 @ 9:15 a.m. (In-person, Trust Council preparation)
4. March 11 @ 10:00 a.m. (In-person, Trust Council)
5. March 26 @ 9:15 a.m.

2025/26

1. April 23 @ 9:15 a.m.
2. May 14 @ 9:15 a.m.
3. June 4 @ 9:15 a.m. (In-person, Trust Council preparation)
4. June 17 @ 10:00 a.m. (In-person, Trust Council)
5. July 2 @ 9:15 a.m.
6. August 6 @ 9:15 a.m.
7. September 3 @ 9:15 a.m. (In-person, Trust Council preparation)
8. September 16 @ 10:00 a.m. (In-person, Trust Council)
9. October 1 @ 9:15 a.m.
10. October 29 @ 9:15 a.m.
11. November 19 @ @ 9:15 a.m. (In-person, Trust Council preparation)
12. December 2 @ 10:00 a.m. (In-person, Trust Council)
13. December 17 @ 9:15 a.m.
14. January 14 @ 9:15 a.m.
15. February 4 @ 9:15 a.m.
16. February 25 @ 9:15 a.m. (In-person, Trust Council preparation)
17. March 10 @ 10:00 a.m. (In-person, Trust Council)
18. March 25 @ 9:15 a.m.

PROPOSED Trust Council Quarterly Meetings

March 11-13, 2025 (Nanaimo)

~

June 17-19, 2025 (Salt Spring)

September 16-18, 2025 (Gabriola)

December 2-4, 2025 (Victoria)

March 10-12, 2026 (Duncan)

PROPOSED Islands Trust Conservancy Board / Executive Committee Joint Sessions - TBD

April 23, 2025 (Tentative)

July 22, 2025 (Tentative)

October 29, 2025 (Tentative)

Bowen Island Municipality/ Executive Committee Joint Session

TBD

AVICC – April 11-13; LGMA – June 10-12; UBCM – Sept 22-26

Standing Committees and Islands Trust Conservancy Board

Accessibility Committee: To be determined upon formation of the Accessibility Committee.

Financial Planning Committee @ 10 am: January 22, February 19, May 28, August 20, October 22, November 12, January 21, 2026 and February 18.

Governance Committee @ 10 am: January 29, April 9, August 13, November 3, and January 28, 2026.

Regional Planning Committee @ 10 am: February 7, May 9, July 18, October 31, and February 6, 2026.

Trust Programs Committee @ 10 am: February 12, April 16, May 7, July 30, November 5, and February 11, 2026.

Islands Trust Conservancy @ 10 am: January 21, March 18, May 27, July 22, October 7, November 18, January 20, 2026, and March 17, 2026. Tentative dates.



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** December 3, 2005
From: Governance Committee **Date Prepared:** October 18, 2024
SUBJECT: Trust Council Review of 2022 Governance Report

RECOMMENDATION:

That Trust Council hold a dedicated session to review the 2022 Governance Report at the [March 2025 or June 2025] quarterly meeting.

INTERIM CHIEF ADMINISTRATIVE OFFICER COMMENTS:

Trust Council should consider the desired outcomes of a dedicated session at a Trust Council meeting to review the Governance Report, which will ensure such a session can be properly planned for. If no specific decisions are sought, Trust Council may consider the Committee of the Whole format to allow for free-form dialogue on the broad range of topics contained in the report. Trust Council may consider reporting and sessions on specific portions of the report as opposed to the entire document.

1 PURPOSE:

To determine if Trust Council wishes to review the 2022 Governance Report in a dedicated session, as recommended by the Governance Committee.

2 BACKGROUND:

In March 2022, Trust Council received the [Islands Trust Governance Review Report](#) from hired consultant, Great Northern Management. The report contains fifteen distinct recommendations for Trust Council's consideration, resulting from the consultant's analysis of Islands Trust governance.

In June 2022, a new standing committee of Trust Council was created - the Governance Committee. The Governance Committee's terms of reference establish its responsibility, in part, as *"Initially reviewing the Islands Trust Governance Report dated March 8, 2022 and submitting a prioritized list of the recommendations in that Report to Trust Council with advice as to possible actions."* To date, the Governance Committee has not advanced distinct reporting to Trust Council on the individual recommendations contained in the Governance Report.

At its November 2023 meeting, Governance Committee passed the following resolution:
"The Governance Committee recommend to Trust Council that it review the Governance Report in 2024 in a specifically dedicated session."

Trust Council should consider any desired outcomes of such a session, and should ensure the Governance Committee and staff are clear on what reporting should be submitted to the session to support Trust Council's conversation.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

Executive Committee will include a session on the determined Trust Council agenda. Governance Committee and supporting staff will provide supporting material for the session.

FINANCIAL: None.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICIES:

[Trust Council Policy 2.3.1 Council Committee System and Terms of Reference](#)

5 ATTACHMENT(S): None.

RESPONSE OPTIONS

Recommendation:

That Trust Council hold a dedicated session to review the 2022 Governance Report at the [March 2025 or June 2025] quarterly meeting.

Alternatives:

Trust Council may wish for Governance Committee to adhere to the direction in its terms of reference and return with analysis and recommendations to address individual report recommendations.

Trust Council may consider planning for sessions specific to portions of the Governance Report rather than a session for reviewing the report in its entirety.

Trust Council may wish to review the Governance Report as a special meeting of Trust Council, outside of the regular quarterly meetings.

Trust Council may wish to review the Governance Report in a Committee of the Whole format.

Prepared By: Interim CAO
Reviewed By:

1. TRUST PROGRAMS COMMITTEE

In support of the Trust Programs Committee (TPC) staff completed the following:

- ~ **Stewardship Education Program:** Staff developed/revised project charters for webinars. The confirmed topics are: living with wildfire; removing invasive plant species and planting with native plant species; and saltwater intrusion and groundwater conservation. Staff will now proceed with organizing delivery of the webinars in January –March 2025.
- ~ **Policy Statement Amendment Policy:** Staff provided a briefing regarding the Policy Statement Amendment Policy to support a requested discussion. Staff will provide suggested amendments to the Policy Statement Amendment Policy per TPC's direction for subsequent recommendation to Trust Council.

2. EXECUTIVE COMMITTEE (bylaws)

- ~ **Bowen Island Municipal bylaws:** During the last quarter Executive Committee reviewed and found to be consistent with the Islands Trust Policy Statement the following Bowen Island Municipal (BIM) Bylaws:
 - Bylaw Nos. 658, 659 and 660: These bylaws will amend the BIM land use bylaw and business licensing bylaw, principally by introducing an owner-occupancy requirement for short-term vacation rentals on the island.
 - Bylaw Nos. 666 and 667: These bylaws will amend the BIM official community plan and land use bylaw to permit a school use on a rural-residential zoned property. The bylaws introduce a policy that allows BIM Council to consider institutional uses in the Cape Roger Curtis area if transportation issues are taken into account.
- Bylaw No. 670: This bylaw will amend the BIM land use bylaw to reduce the parking requirement for multi-unit affordable housing developments to 0.5 spaces per dwelling unit. (Provided to Executive Committee but not reviewed by Executive Committee at time of writing).

3. ISLANDS 2050 (POLICY STATEMENT AMENDMENT PROJECT)

In the last quarter, staff supported Trust Council's Committee of the Whole (COTW) with three meetings to consider the draft Policy Statement. Staff have been compiling the revisions recommended by Committee of the Whole at those three meetings, and will present them to Trust Council for consideration in December. Staff have also been preparing responses to requests made by Committee of the Whole for additional information and will provide those to COTW at its December meeting.

Ahead of Trust Council's September meeting, staff advised a number of engaged Indigenous Governing Bodies that the Policy Statement Amendment Project continues and that Trust Council would be considering some potential revisions to the draft document. Since that time, staff have continued to follow up with the Indigenous Governing Bodies who requested further information.

The project charter anticipates one additional COTW meeting following December Trust Council, at which time it is anticipated that COTW will recommend to Trust Council to grant the document its approval in principle. This may require a special meeting of Trust Council to discuss the draft document, comments from Indigenous Governing Bodies, and COTW recommendations for changes.

Public engagement on the draft Policy Statement remains at the “inform” stage until Trust Council gives approval in principle to the document. Staff have provided local trust committees and BIM with a report about on-Island Policy Statement engagement options for the spring and summer, and staff are compiling the feedback from those LTCs and BIM to report verbally to Trust Council. At its October 30 meeting, Executive Committee recommended that the PSAP budget be reduced to \$20,000 for the 2025/26 fiscal year. This lower budget will impact the public engagement and communication components of the PSAP, and as such staff have provided an updated business case and project charter for Trust Council’s consideration in December that includes communication and engagement activities that can be achieved within the scope of this lower funding level.

Staff continue to monitor the Islands2050@islandstrust.bc.ca inbox and respond to enquiries, and will update the [Islands 2050 webpage](#) at key intervals in the project.

4. COMMUNICATIONS

Communications staff continue to provide routine communication services and to offer support to staff and trustees as part of ongoing operations.

Routine communications over the last quarter include the following:

- ~ **Annual Report:** The final annual report was printed and disseminated in October 2024. Staff provided final printed copies to the Minister, and other key contacts and notified the public.
- ~ **News Releases:** [Five news releases](#) were distributed over the past quarter:
 - November 1, 2024: December 3–5, 2024, Islands Trust Council Meeting Program Highlights Announced
 - October 25, 2024: Islands Trust to Begin Thetis Island Property Cleanup
 - October 22, 2024: Islands Trust Council Appoints New Chief Administrative Officer
 - October 16, 2024: Islands Trust Requests Provincial Review of Islands Trust Act
 - November 19, 2024: Galiano Island Local Trust Committee Authorizes Legal Action
- ~ **Media relations:** Staff continued media relations, including contacting 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 minimum two posts per week, or more as necessary and as topics arise. Facebook followers have increased to a total of 947 followers, up from 939, while X (previously known as Twitter) has 1171 followers, down from 1173. X followers typically continue to decrease as the platform undergoes significant changes. As of March 2023, Islands Trust is active on LinkedIn and Instagram. These platforms are still in the early stages with small follower numbers. To date, Instagram has 215 followers, up from 211 followers, and LinkedIn has 264 followers, up from 225.
 - Staff continue to *strongly* encourage trustees to be aware of Facebook posting guidelines in light of Bill C-18, which impacts the sharing of some links that may be seen as “news”. Links to Islands Trust documents and webpages including news releases and the News Release webpage in some instances, as well as direct links to minutes and agendas will often result in users reaching the Islands Trust “marooned” page, aka. 404 error, because these items are seen as “news” by Meta in some cases. It is important to be aware of these limitations to ensure that the public is not given links that end up in 404 error pages, as this affects

the trust the public has in the Islands Trust website, even though the 404 error pages are due to Meta restrictions, not the Islands Trust website. This is a reputational issue for those posting, as well as for the Islands Trust website.

- ~ **Media clippings service:** Staff continue to monitor media sources and provide a summary of Trust-relevant news stories to trustees and Bowen Island Municipal Council. While staff aim to provide updates two to three times a week, this service is provided on a time-available basis.
- ~ **Website maintenance and improvement:** Staff continued to update webpages on a consistent basis to update data, improve readability and conciseness. Further updates to the local trust area pages are expected to be launched before the December Trust Council meeting. These updates will 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 November.

These website improvements include:

1. Re-designed 'meetings' search screen
2. Backend improvements for website editors
3. Improvements to event search functionality.
4. Updates to the design of the homepage
5. Updated to local trust area homepages to highlight "What's Happening", clarifying navigation to the Trustee Corner, edits to calendar section on LTA pages,
6. Donate buttons added to Islands Trust Conservancy pages

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. Staff have also been updating several pages on the website for readability and function, and have been adding and content for some local trust committee projects.

Staff updates pages in the Mapping section with interim messaging about the transition in mapping platforms. Staff will update the pages as new information is available.

Specific work completed over the last quarter to advance the **Communications Strategy** included:

- ~ **Islands Trust 50th anniversary:** Staff are in initial planning stages for a Role of Islands Trust webinar as part of the 50th anniversary recognition activities.
- ~ **Work plan development:** A detailed work plan to achieve the goals set out in the strategy is underway which will include:
 - Public engagement: supporting an organizational engagement strategy and toolkit, creating a communication work plan per engagement project, investigating public engagement platforms, and providing communication support for this plan
 - Presentation template: a new PowerPoint template and associated procedure
 - Updating procedures and templates documents
 - Providing key speaking notes to trustees on emerging issues
 - Training staff on website best practices
 - Creating processes to assist in the planning project-specific communication work plans to highlight local trust committee work
 - A Trust Area-wide quarterly e-newsletter
 - Drafting of a branded clothing procedure document in advance of ordering branded clothing for some IT and ITC staff who work in the field.

The communications team has supported the work of other business units on the following initiatives:

- ~ **New publications:** Staff supported the creation and design of a draft of an updated Bylaw and Enforcement plain language guide, and a implementing Heritage Conservation Areas in the Islands Trust Area publication.
- ~ **Support for Planning Services:** Staff provided:
 - ~ communications support for the Gabriola Island Official Community Plan review project.
 - ~ communications and engagement support for the Salt Spring Island Complete Communities Assessment project
 - ~ Communications support for the Pender Islands Housing Needs survey.

Staff continue to assist with social media for local trust committees that request such support.

- ~ **Support for Bylaw Compliance and Enforcement Services:** Staff continue to support bylaw compliance and enforcement through creating speaking notes and news releases for trustees that need support with regards to enforcement efforts in local trust areas.
- ~ **Snuneymuxw ʔe ʔe Tumuxw event:** Staff supported promotion of the event..
- ~ **Secretariat services:** Continue to support updates to the support the Southern Gulf Islands Forum website. Staff will communicate to new MLAs about the Islands Trust supported coordination groups in their area.

5. RECONCILIATION PROGRAM

- ~ **Support to staff and trustees:** Trust Area Services staff provided advice and support to staff and trustees who had meetings or correspondence with First Nations. Staff are also liaising with provincial staff and other local government staff to support the development of the Reconciliation program.
- ~ **Protocol agreement negotiation/implementation:**
 - *Quw'utsun Nation:* Chair sent letters to Chief and Council of Cowichan Tribes, Lyackson First Nation, Peleakut Tribe, Halalt First Nation and Stz'uminus First Nation on October 23, 2024 expressing interest in protocol agreement with Quw'utsun Nation or each of the five First Nations (in case of Lyackson First Nation would be to update the existing agreement). Staff will follow-up in December if no response.
 - *Snaw-naw-as First Nation:* Staff continue to work towards organizing a protocol agreement signing ceremony. A draft news release is prepared. The agreement calls for up to four working group meetings each calendar year. The working group did not meet this quarter. A third meeting is planned for December. Trust Council appointed Peter Luckham, Tobi Elliott, Mikaila Lironi, and Tim Peterson to working group in 2023.
 - *Snuneymuxw First Nation:* In October 2024, at request of Snuneymuxw First Nation staff sent the Trust's protocol agreement template to consider as basis for updated agreement. Informal working group met in September and October with a meeting planned for December.
- ~ **Liaison meetings:** Planning staff met with K'omoks First Nation staff to advance various initiatives. Likely, also other meetings held not collated in time for this report.
- ~ **Correspondence:**
 - Staff supported the Chair to send a letter to Chief Pahalicktun (Richard Thomas) of the Lyackson First Nation congratulating him on his retirement.
 - Letters to Quw'utsun Nation members as noted above.
- ~ **Site visits:** None this quarter.
- ~ **Events:** Islands Trust, co-hosted in partnership with Snuneymuxw First Nation, Gabriola Arts Council/Breaking Bannock, and Gabriola Museum, the Snuneymuxw ʔe ʔe Tumuxw presentation by four Snuneymuxw First Nation Elders Earl & Geraldine Manson, Max Settler and Mary Ann Mitchell held November 2,

2024 on Gabriola Island. Protocol teachings, a witnessing ceremony and learning about Snuneymuxw sacred land engaged over 90 people who were in attendance. A screening of the Dust n Bones documentary by Cowichan Tribes member Harold Joe followed. Staff will be working in the next quarter to support a similar event on Lasqueti Island in the next quarter.

- ~ **Records management:** Staff did not progress work this quarter towards completion of a project related to records and correspondence management. This project will re-initiate soon.
- ~ **Policies and procedures:** Staff continued work on an honoraria procedure, and continued work with legal counsel on a revised capacity funding agreement and associated policy for future Trust Council review.
- ~ **Reconciliation Learning Group:** Staff continued to support the Reconciliation Learning Group. Staff developed and issued a survey to determine options for next steps, which could include development of an internal Cultural Safety Learning Pathway.
- ~ **Reconciliation Action Plan:** Staff continue to develop recommendations for next steps for the Reconciliation program and draft content for an updated Reconciliation Action Plan. This work is informed by a report staff produced for the Committee of the Whole about a scan of local Government reconciliation initiatives and UNDRIP implementation and previous tracking of desired future actions.

6. ADVOCACY/COORDINATION

- ~ **Trust Council:**
 - Staff supported the Chair to send a letter to the Minister of Municipal Affairs with a request for provincial review of Islands Trust.
- ~ **Local Trust Committees:** Staff assisted Hornby Island Local Trust Committee with a letter indicating support for a Farmland Trust Society funding application.
- ~ **Executive Committee:** Staff drafted a letter for the Chair of Islands Trust to send to the Ministers responsible for Crown land, regarding the Wrecked, Abandoned or Hazardous Vessels Act program.

7. LEGISLATIVE MONITORING

- ~ **Monitoring:** Staff monitored multiple sources for updates and new items since the August 2024 report. A request for input was sent to staff and trustees in early November 2024.
- ~ **Reporting:** Staff prepared the legislative monitoring report for Trust Council review in December

8. GRANTS MANAGEMENT

- ~ **Grant applications/negotiations with funders:**
 - Staff negotiated another extension to the Complete Communities Program funding for Salt Spring Island.
- ~ **Grant monitoring:** Staff continued to monitor other grant-funded projects. These includes grants to Islands Trust and to associated groups/agencies that are underway. Currently these include:
 - Environment and Climate Change Canada Priority Places Contribution Agreement for Biologist position: \$200,430
 - Union of BC Municipality's Community Emergency Preparedness Disaster Risk Reduction-Climate Adaption Grant managed by Sunshine Coast Regional District Project for Coastal Flood Mapping- \$510,000
 - Union of BC Municipalities' Complete Communities Grant from or Salt Spring Island - \$150,000.
 - Fraser Basin Council Grant for Local Governments to Advance Biodiversity Conservation on Private Lands in B.C. for Natural Area Protection Tax Exemption Program research- \$8,250
 - BC Local Government Climate Action Program Grant for climate action \$149,611
 - Ministry of Municipal Affairs Grant for First Nations engagement \$150,000

- Disability Alliance BC Grant to support the Accessibility Committee development \$7,000

~ **Grant reporting:**

- Staff submitted an Interim report and further extension request to Union of BC Municipalities (UBCM) for the Complete Communities Program funding for Salt Spring Island. This report was accepted and the extension approved.
- Staff submitted an interim report to the Fraser Basin council for the Grant for Local Government to Advance Biodiversity Conservation on Private Lands (NAPTEP Tax shift analysis). This report was accepted and approved.

9. DELEGATION LETTERS

Staff prepared one thank-you letter for the Chair to thank the delegation to the September 2024 Trust Council.

BRIEFING

To:	Trust Council	For the Meeting of:	December 3, 2024
From:	Trust Area Services	Date Prepared:	October 24, 2024
SUBJECT:	Emergency Communications – Oil Spill		

PURPOSE: To provide the Trust Council with an updated summary of the Islands Trust’s role and status of support in the event of an oil spill in the Salish Sea.

BACKGROUND: At its September 22, 2021 meeting, Trust Council passed the following motion:

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.

Since the passing of this resolution Coast Guard has undertaken significant oil spill response planning work. Islands Trust has provided mapping layers, and staff have been invited to participate in planning activities. Due to the lack of resources in Trust Area Services, staff have not been able to participate but have monitored activity via e-mail. The response planning process is staff to staff; no elected officials are included from any jurisdiction.

In the event of oil spills, two Islands Trust staff members are on the communications distribution list for the Marine Environmental Hazard Response, Western Region. As part of this, staff now receive real-time notifications regarding oil spill incidents, including details such as the size, type, and location of the spill. As necessary, staff share information with local trustees so they can answer questions from constituents.

In the event of a significant spill, the Islands Trust staff members participate in virtual briefings and await potential communications support requests from the Marine Environmental Hazard Response team. These briefings provide an important forum for information exchange and are an opportunity for coordination across agencies. Additionally, the Coast Guard offers training sessions as part of its ongoing preparedness efforts, which staff can attend to remain updated on response protocols.

Contact between Islands Trust staff and the Marine Environmental Hazard Response team is regular. The Coast Guard has clarified that the Islands Trust’s role in communications during an oil spill is largely ad-hoc and dependent on the specifics of each incident. This situational flexibility means that the extent of Islands Trust’s involvement hinges on the Coast Guard’s response plan and support needs for the affected area.

If a response plan for an oil spill is activated, the Islands Trust staff included on the applicable distribution list are invited to join coordination calls via Microsoft Teams. These calls serve as a critical coordination mechanism, allowing those in the spill-affected area to offer local knowledge and insights that can help shape and support the response efforts.

In addition to liaising with the Coast Guard, Islands Trust continues to meet with local regional districts to understand how it can support emergency communications for each organization in each region and bolster their communication efforts related to oil spills, and all other emergency communications including wildfire,

drought, floods, earthquakes, water advisories, and infrastructure failure. Creating a thorough emergency communications plan for Islands Trust, which outlines communications supports for all regional districts on all potential emergencies, is in progress.

Staff have been advised that it is not anticipated that local trust committees or individual trustees would have a role in oil spill response, other than sharing official messaging from the Incident Command centre. This would be relayed to trustees from Islands Trust staff.

FOLLOW-UP: Staff will continue to work on emergency communications plans and relationship development with external agency contacts as part of routine communications work.

Prepared By: Communications Specialist, Trust Area Services

Reviewed By/Date: Director, Trust Area Services, October 24, 2024
Executive Committee, October 30, 2024



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** December 4, 2024
From: Islands Trust Conservancy staff **Date Prepared:** October 15, 2024
SUBJECT: Doris McHardy NAPTEP Certificate, Gabriola Island

RECOMMENDATION:

That the Islands Trust Council requests the Secretary to issue a NAPTEP Certificate for the covenanted portion of the property described as PID: 005-837-651, Lot 6, Sections 18 and 22, Pender Island, Cowichan District, Plan 6294, subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.

INTERIM CHIEF ADMINISTRATIVE OFFICER COMMENTS: The Islands Trust Conservancy currently holds 10 NAPTEP conservation covenants in the North Pender Island Local Trust Area. Trust Council has issued 30 NAPTEP certificates in the Islands Trust Area to date.

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

2 BACKGROUND:

The Islands Trust Conservancy has received a Natural Area Protection Tax Exemption Program (NAPTEP) application from landholders Sara Miles, Mike Timmins, and Vivian Mitchell, to covenant approximately 0.6 ha of a North Pender Island property, to protect sensitive dry ridge-top woodlands, large oak and arbutus, and connectivity to an adjacent protected area. The ITC Board agreed to hold a covenant on this property at its March 19, 2024 meeting.

The proposed NAPTEP covenant would protect the northern portion of this 2.43 ha property. This undeveloped area has a steep mossy slope up the relatively undisturbed dry ridge-top of so-called “Mt Elizabeth”, where it is adjacent to ITC’s Lisa Baile Nature Reserve. All plant communities identified on the property are considered at-risk by the BC Conservation Data Centre. There is one confirmed species-at-risk, Common Sharp-tailed Snake¹ (BC Red-listed [S1S2], SARA Schedule 1 Endangered) and the landholder also reports Common Nighthawk (BC Blue-listed [S3S5B], SARA Schedule 1 Special Concern).

This property is valuable from a conservation perspective, despite its small size, because of the rare and sensitive habitats and proximity to other conservation lands (Lisa Baile Nature Reserve, Vulture Ridge Nature Reserve, and conservation covenants).

Property Information

Address: 3330 Port Washington Road, North Pender Island, North Pender Island Local Trust Area
PID: 005-837-651

Legal Description: Lot 6, Sections 18 and 22, Pender Island, Cowichan District, Plan 6294

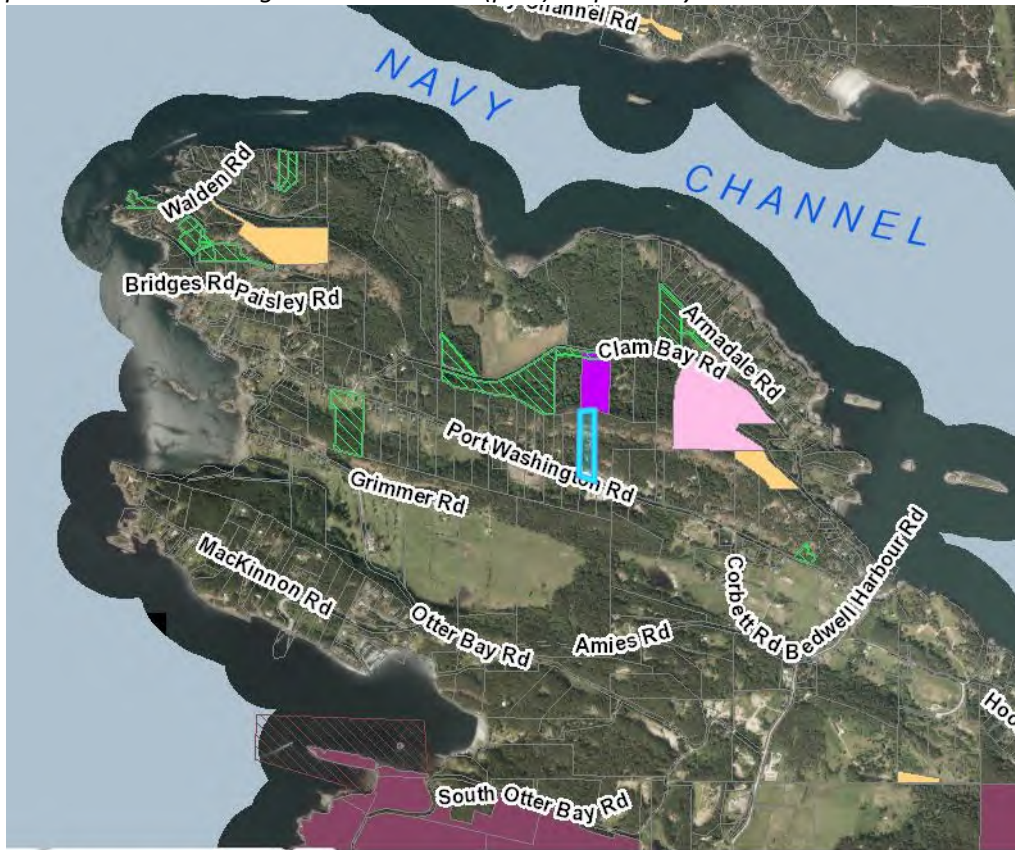
Property size: 2.43 ha.

Proposed protected area size: ~0.6 ha (excluding residential area; exact boundaries to be determined)

¹ Note that in 2023, the BC Conservation Data Centre split Common Sharp-tailed Snake into two distinct populations, Pacific Coast and Coast Mountains. These have not yet been individually ranked.

Partners: Pender Islands Conservation Association (PICA) connected this landowner with ITC and staff has confirmed their interest to co-hold the covenant.

Figure 1. Subject property and landscape context of nearby Protected Areas on North Pender Island. Subject property shown in blue outline. Also shown are Lisa Baile Nature Reserve (purple), existing ITC covenants (green cross-hatch), community parks (solid gold), Federal parks (maroon), and the newly-protected Vulture Ridge Nature Reserve (pink) acquired by PICA.



NAPTEP Natural Values & Amenities

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

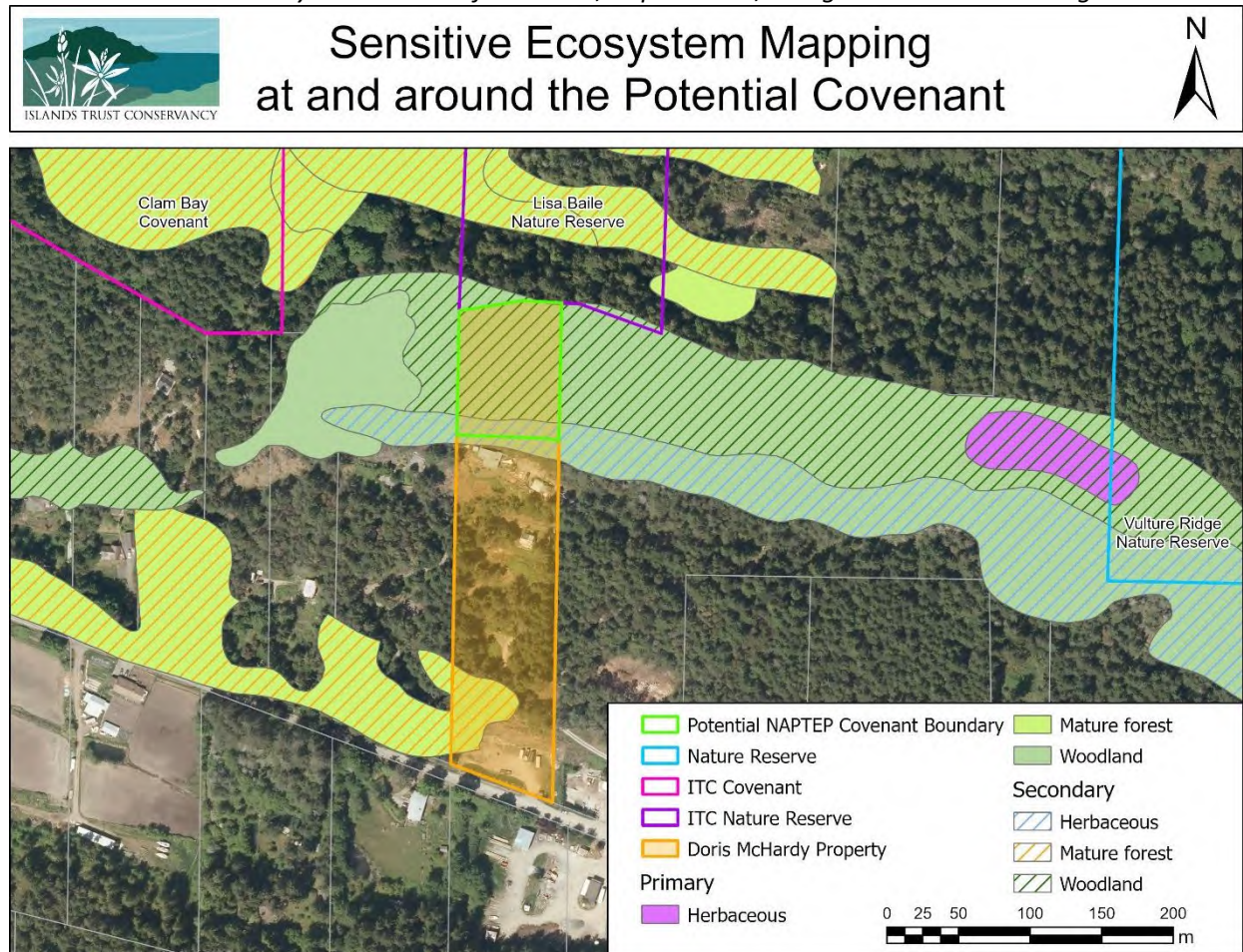
- 1 Areas that are relatively undisturbed by human activity² and are good examples of one or more of the ecosystems described in the Schedule to the regulation (Regulation 2[a])**
 - Woodland ecosystem
 - Terrestrial Herbaceous ecosystem
- 2 Areas that are relatively undisturbed by human activity² and are key habitat for rare native plant species or plant communities (Regulation 2[b])**
 - The entire proposed covenant area is mapped by the BC Conservation Data Centre as an ecological community considered at-risk (Red-listed) in British Columbia (Douglas-fir / Alaska Oniongrass (*Pseudotsuga menziesii* / *Melica subulata*) [G1 / S1 (Critically Imperiled)])
 - ITC's Sensitive Ecosystem Mapping provides further refinement of this classification and maps polygons with two additional at-risk ecosystems (Wallace's selaginella / reindeer lichens (*Selaginella wallacei* / *Cladina* spp.) [GNR / S3: Special Concern, Blue-listed]; Douglas-fir – Shore Pine – Arbutus [S1: Critically Imperiled, Red-listed])
 - The property contains numerous small pockets of mossy balds, small cliffs, and rock outcroppings, supporting rare and sensitive plant communities

² Islands Trust Conservancy notes that the entire Islands Trust Area in question has a rich history of human activity pre- and post-contact and is an area of Indigenous cultural heritage, activity, and use.

3 Areas that are critical habitat for native animal species in relation to breeding, rearing, feeding, or staging (Regulation 2[c])

- Rare and at-risk species confirmed for this property: Common Sharp-tailed Snake, and Common Nighthawk

Figure 2. Aerial image of property showing mapped Sensitive Ecosystems. *This map clearly shows that these sensitive ecosystems extend for ~600m, unprotected, along the Mt Elizabeth ridge.*



4 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Staff will negotiate the covenant with the applicant and the ITC Board will review and approve the covenant for registration. The Islands Trust Secretary will issue the Exemption Certificate upon registration of the covenant. Staff will ensure that both the covenant and the baseline inventory report meet NAPTEP standards.

FINANCIAL: The costs of administering this application will be partly recovered through the application fees, unless a fee sponsorship request is received and approved by Executive Committee. Annual monitoring will be managed by the ITC Covenant Management and Outreach Specialist and the ITC budget will increase according to Trust Council (TC) approved amounts for ongoing covenant management.

POLICY: The application is consistent with TC and ITC policies and regulations for accepting covenants, and aligns with the [Regional Conservation Plan](#) and [Land Securement Strategy](#) conservation priorities. ITC's Policy 2.2 [Assessing Conservation Proposals](#) provides for the Board to consider accepting covenants less than 2 hectares (4.9 acres) in size if they meet certain criteria, including that the property contains significant habitat for species at risk and the property adds area to an existing adjacent or nearby protected area.

IMPLEMENTATION/COMMUNICATIONS:

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

FIRST NATIONS: This conservation proposal has been referred to all First Nations within the BC Consultative Areas Database for this property (Semiahmoo First Nation, Tsawout First Nation, Tsawwassen First Nation, Pauquachin First Nation, Tsartlip First Nation, Tseycum First Nation, Snuneymuxw First Nation, Penelakut Tribe, Halalt First Nation, Ts'uubaa-asatx First Nation, Cowichan Tribes, Lyackson First Nation, Stz'uminus First Nation, Malahat Nation). Three responses were received, indicating no concerns regarding this application. Staff will update the ITC Board with information from the First Nations referrals before proceeding with covenant registration.

OTHER:

- The North Pender Island LTC has received the application for information at their meeting on November 19th, 2024.
- This conservation covenant application has received approval from the Minister of Municipal Affairs, as currently required during the absence of an approved ITC Plan.

5 RELEVANT POLICYS:

- Islands Trust Act [\(7.1\)](#)
- [Islands Trust Natural Area Protection Tax Exemption Regulation](#)
- Islands Trust Policy 2.1.10 [Administration of Natural Area Protection Tax Exemption Program](#)

6 ATTACHMENTS: None

RESPONSE OPTIONS

Recommendation:

That the Islands Trust Council requests the Secretary to issue a NAPTEP Certificate for the covenanted portion of the property described as PID: 005-837-651, Lot 6, Sections 18 and 22, Pender Island, Cowichan District, Plan 6294, subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.

Alternatives:

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

Prepared By: Kathryn Martell, Ecosystem Protection Specialist

Reviewed By/Date: Carolyn Stewart, A/Manager, Islands Trust Conservancy / October 28, 2024
Clare Frater, Director Trust Area Services / November 1, 2024
Executive Committee November 20, 2024

1. Regional Planning Committee

In support of the Regional Planning Committee (RPC) we have completed work on the following:

- ~ **Planning Services – Project Feasibility Assessment:** Responded to Financial Planning Committee’s request for feedback, including consideration of the feasibility of completing the projects this term, to the Planning Services – Project Feasibility Assessment report. The RPC that it supports the Local Trust Committee Major Projects as submitted, and supports the Planning Services Feasibility Assessment staff report of September 27, 2024, including the assumption that adequate resources will become available through the year due to rescheduling.
- ~ **Bylaw Compliance and Enforcement Policy Review:** Began review of a Bylaw Compliance and Enforcement Best Practices plain language manual. Scheduling a Special Meeting in mid January 2025 to focus more time to further review of the manual and policies. Staff comments: Several correspondences received thanking the bylaw compliance and enforcement manager and team for their collaborative efforts and the significant time and resources spent listening and incorporating community’s feedback in a spirit of cooperation.
- ~ **Freshwater Sustainability Strategy:** Approved staff proceeding with a grant application up to \$500,000, over two years, from the [Watershed Security Fund](#), to implement key initiatives under the [Islands Trust Freshwater Sustainability Strategy](#), including staffing, consulting, and technical resources to undertake the following projects and initiatives:
 - Islands Trust Area Freshwater Footprint,
 - Islands Trust Area Watershed Resiliency Mapping,
 - Freshwater Sustainability Regulatory and Policy Audit,
 - Freshwater Helpdesk,
 - Islands Trust Freshwater Atlas, and
 - Freshwater Sustainability Technical Advisory Committee, and
 - Watershed governance
- ~ **Housing Strategy Action Plan:** Advanced actions on Tiny Homes on Wheels. Authorized the Tiny Home Working Group to proceed with the project proposal “convening a technical panel to explore Tiny Home Codes in the Islands Trust Area and work with staff to stay within the direct award limits. The RPC also requested senior staff to invite Capital Regional District participation in the technical panel to explore Tiny Home Codes in the Islands Trust Area.

Staff have advanced activities in support of RPC’s projects, including work on the Housing Needs Assessment Reports with the securing of a contractor to undertake this legislated reporting. A service contract has been signed and the consultant is working with staff and regional partners to develop a qualitative questionnaire to supplement statistical data. Ongoing coordination with CRD staff to implement the CRD Rural Housing Strategy (including input on Housing Needs Report questionnaire) is also underway in support of this project.

2. Planning Projects

The current status of major and extraordinary local trust committee (LTC) projects (projects over \$5,000) are listed in Table 1 below. The table includes RPC projects. Planning Services projects are managed by members of the Regional Planning Team.

Table 1 Major and Extraordinary Projects

LTC	Major or Extraordinary Project Name	Project Phase	Current Status
DE	Housing Review	Analysis	On-going
GB	OCP and LUB Review	Consultation	On-going
GM	OCP / LUB Review – Targeted Amendment		
HO	First Nations relationship	Pre-project	On-going Merging with OCP Project
HO	OCP / LUB Review	Analysis	On-going
MA	Housing Options (phase 2)	Consultation	On-going
NP	Housing Review	Consultation	Pending
SS	Complete Communities Grant	Analysis	On-going
SS	OCP/LUB Review - Targeted Amendment	Analysis	On-going
SS	Water Sustainability	Analysis	Deferred
RPC	Housing Action Plan	Implementing	On-going
RPC	Housing Needs Report	Analysis	On-going
RPC	Freshwater Strategy	Analysis	On-going
RPC	Bylaw Enforcement Review	Analysis	On-going

Local Trust Committees are permitted one active minor project (Table 2). 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. Funding has been fully allocated although this may change as completed projects update their expenditures. Projects noted as completed are waiting for provincial staff to complete actions.

Table 2 Minor Projects

LTC	Active Minor Project Name	Project Phase	Current Status
DE	Farming Regulations Review	Completed	Completed
DE	TUP Review	Initiated	On-going
GB	Ecological Protection Zone	Legislative	On-going
GL	Groundwater	Legislative	On-going
GM	Keats Island Shoreline Protection Review	Legislative	On-Hold
HO	Community Heritage Register	Analysis	Pending
LA	OCP/LUB Review	Analysis	On-going
MA	Minor LUB Amendments	Completed	Completed
NP	Raptor nest DPA update	Drafting	On-going
SA	ALR exclusion	Completed	Completed
SA	Minor Housing Review	Analysis	On-going
SP	LUB Amendments	Consultation	On-going
SS	Housing Action Program - Implementation	Legislative	On-going
SS	Proof of Water	Legislative	On-going
TH	LUB Amendment - Unzoned Marine Area	Legislative	On-going

3. Current Planning

Planning Services opened 119 new applications and referrals in the second quarter (July 1 – September 30 (Q2) of the 2024/25 fiscal year (Figure 1). Applications and referrals opened in Q2 are broken down by type and local trust area in Figure 2.

Figure 1 Applications Opened by Quarter

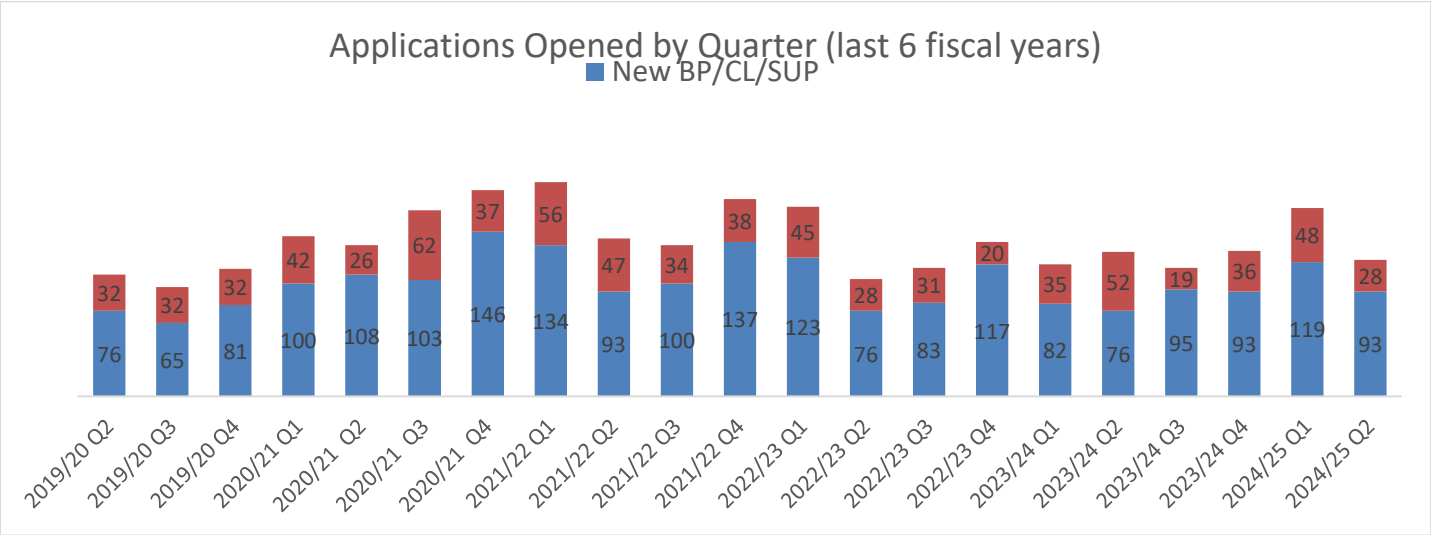
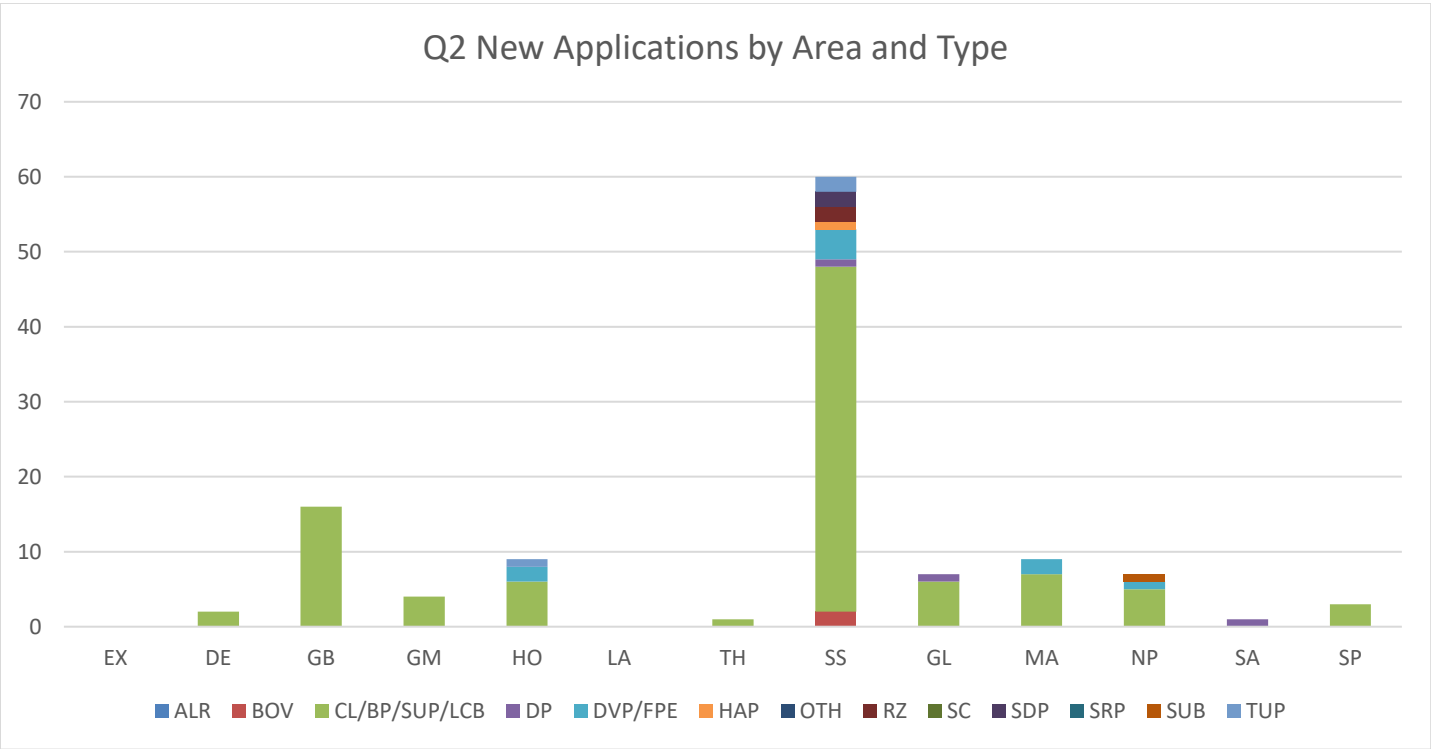


Figure 2 Applications Opened in Q2 by Type and Area



(see legend next page)

Legend	
ALR	Agricultural Land Reserve
BOV	Board of Variance
CL/BP/SUP/LCB	Crown Lease/Building Permit/Siting Use Permit/Liquor and Cannabis 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

4. Bylaw Compliance and Enforcement

A contractor has been engaged to remove derelict vehicles, debris, and auto parts in order to clean up a property on Thetis Island. The cleanup, which is authorized by a British Columbia Supreme Court order, is the culmination of years of seeking compliance with land use bylaws, followed by legal action about the unlawful use of the property as an automobile salvage yard and outdoor vehicle repair business. The property has been the subject of legal action by Islands Trust since 2020.

Regular bylaw compliance and enforcement reports are submitted semi-annually to Trust Council in autumn (September) and spring (March).

5. Corporate Initiatives

Planning services staff continue to support two specifically funded 2024/25 corporate initiatives:

Cityview (Bylaw Enforcement):

Lessons learned from implementing the new Cityview software for planning services has been applied to consideration of the bylaw compliance and enforcement component of the software approved by Trust Council. Management of implementing the new software has been taken over by Information Services with support from the bylaw compliance and enforcement team.

Salt Spring Office Relocation:

The Salt Spring Island office current lease expired October 31, 2024. All staff were out of the office by October 18, 2024. A temporary office space with three desks and basic office needs has been created in part of the new leased building downtown Ganges. There was a successful bidder for the renovations of the new space although signing of the service contract is not complete at time of drafting this report. The Executive Committee approved an increase of the relocation budget from \$160,000 to \$215,000 as a result of proposal costs. Staff and the contractor are targeting March 30, 2025 as the completion date for renovations. For clarity, the relocation budget includes all costs related to moving and renovation, not just renovation costs.

BRIEFING

To: Trust Council **For the Meeting of:** December 4, 2024

From: William Shulba, P.Geo **Date Prepared:** November 14, 2024
Senior Freshwater Specialist

SUBJECT: Update: Freshwater Sustainability Strategy Implementation

PURPOSE:

The purpose of this briefing is to:

- provide an brief update of the completed and existing projects of the Freshwater Sustainability Strategy,
- provide information to the Watershed Security Fund grant application, and
- provide an brief update of the proposed projects of Freshwater Sustainability Strategy to be undertaken with Watershed Security Fund.

BACKGROUND:

The Islands Trust Freshwater Sustainability Strategy (FWSS) is a comprehensive initiative recognizing the critical importance of freshwater to ecological health, community well-being, and long-term sustainability of the Islands Trust Area. FWSS Implementation planning encompasses a series of focused projects contained within strategic programs to address the goals and actions of the strategy.

Completed and Existing Freshwater Sustainability Strategy Projects

The Regional Planning Committee (RPC) carried the following resolutions at their February 16, 2024 meeting:

RPC 2024-08

that Regional Planning Committee ask that staff provide a review and status of all past and current projects undertaken as part of the Freshwater Sustainability Strategy and report back to include in the draft implementation plan with a table similar to the Housing Strategic Action Plan.

RPC 2024-09

that Regional Planning Committee request staff to report back at the Regular Business Meeting of September 4, 2024 with a draft business case for the Islands Trust Area Freshwater Balance project.

The RPC requested staff to provide information on past projects of the FWSS and an attempt to present this in a one-page document (Attachment 1). The table illustrates when the projects were in pilot/methodology phase, if they are in progress, completed, or proposed. Additionally, this table provides a view of what local trust committees (LTCs) were included in the project.

Islands Trust Freshwater Sustainability Actions (Attachment 2) were created to guide potential projects of the four programs of the strategy; Groundwater Sustainability Science (GWSS), Watershed Sustainability Science (WSSS), Cultural Knowledge and Engagement (CKE), and Freshwater Sustainability Reporting (FSR) in addition to Collaboration and Advocacy with other agencies. The actions contained within the FWSS were created collaboratively by the FWSS Strategic Advisory Roundtable composed of 23 individuals from various sectors, including community groups, government agencies, Indigenous Cultural Knowledge Holders, Islands Trust staff, and several trustees. This group provided critical input throughout the strategy's development process, ensuring a diverse range of perspectives were considered. The Strategic Advisory Roundtable and the strategy document did not provide an action or project plan to undertake these actions. To assess strategy progress staff cross-referenced the strategic actions with previous and proposed projects.

Major projects are briefly summarized below and reports are available on the Freshwater Sustainability page here: <https://islandstrust.bc.ca/freshwater>

Islands Trust Area Freshwater Atlas Project

The Freshwater Atlas is a living-project that is updated on occasion with information, data, maps, and educational materials as they are developed for projects of the Freshwater Sustainability Strategy. The release of the first phases of the Freshwater Atlas roll out is in the 2024/25 fiscal year.

Islands Trust Area Aquifer Conceptualization Project

The *Islands Trust Area Aquifer Conceptualization Project* was a multi-year parallel process to the *Islands Trust Area Groundwater Recharge Mapping Project* that is concluding its final phases in the 2024/25 fiscal year.

Islands Trust Area Groundwater Recharge Mapping Project

This project was a multi-year comprehensive process that successfully concluded assessment of the spatial variability of groundwater recharge potential on all major islands and select associated islands in the Islands Trust Area. A compendium report from staff that collates all reports and information from every project fiscal year into one document with staff analysis will be provided by end of the 2024/25 fiscal year.

Southern Gulf Islands Groundwater Availability Assessment Project

This project was undertaken in 2019-2021 by five local trust committees of the southern gulf islands that assessed the availability of groundwater. The assessment provided a preliminary analysis of how to critically assess groundwater capacity, usage, and sustainability using limited data to help to guide regional policy decisions in the region. The learnings from this project were integrated into the proceeding strategy projects and these learnings will be integrated into the freshwater footprint methodology project.

Watershed Resiliency Mapping

The Watershed Resiliency Mapping is a forest ecosystem analysis that focuses on the resilience of watersheds within the Islands Trust Area. This analysis is advanced only on select islands that were included in the first island tranche of the Suitable Land Analysis.

Seawater Intrusion Risk Mapping

The project summarized in the document focuses on assessing the risk of seawater intrusion into aquifers along British Columbia's coast, including the Southern Gulf Islands. This study uses GIS modeling to map susceptibility and identify areas at risk due to groundwater pumping and coastal hazards. It provides valuable data to support water management decisions, emphasizing the need to prevent seawater intrusion into freshwater aquifers, particularly in areas where groundwater resources are vulnerable. The

study recommends further monitoring and updating of the model to maintain effective management practices and to provide specific analysis to regions of the Islands Trust Area.

Islands Trust Area Freshwater Footprint

Freshwater Footprint, a holistic metric of freshwater sustainability, is a confluence of the water cycle, community, and environmental variables that collectively affect the availability, distribution, and quality of freshwater resources. *Freshwater Footprint* includes technical analysis and social science to holistically estimate current and future water demand for use in spatially mapped (gridded) water budgets.

Island-specific water use practices are explored using social scientific methods such as surveys, research analysis, community information meetings, and targeted workshops to collectively estimate societal contributions to water use, conservation, and efficiency. Community engagement with island residents, Indigenous Knowledge Holders, First Nations, interest groups, and government agencies is required to understand diverse and unique relationships to freshwater.

The *Islands Trust Area Freshwater Footprint Methodology* project is currently underway whereby a consultant, GW Solutions of Nanaimo, was the successful proponent in a procurement process that ended on November 12, 2024. In consultation with Islands Trust staff, provincial staff, regional district staff, interest groups, and community the GW Solutions will lead the project to define terms, develop methodology, consult with partners, and apply the methodology to Gabriola Island as a case study island. The deliverables are informed by the needs to support the Gabriola LTC's current Official Community Plan and Land-use Bylaw update project.

The *Islands Trust Area Freshwater Footprint* project represents a natural and critical progression within the framework of the Islands Trust Freshwater Sustainability Strategy. Building upon the foundational work of previous projects, such as the Freshwater Atlas, Aquifer Conceptualization, Groundwater Recharge Mapping, Southern Gulf Islands Groundwater Availability Assessment, and Watershed Resiliency Mapping, the Freshwater Footprint project integrates and leverages the comprehensive data and insights these initiatives have provided.

Next Steps

The Regional Planning Committee (RPC) carried the following resolutions at their November 08, 2024 meeting:

RPC 2024-023

that Regional Planning Committee request staff to add a project on watershed governance within its grant application for the Watershed Security Strategy.

RPC 2024-024

That Regional Planning Committee approve staff proceeding with a grant application up to \$500,000, over two years, from the Watershed Security Fund, to implement key initiatives under the Islands Trust Freshwater Sustainability Strategy, including staffing, consulting, and technical resources to undertake the following projects and initiatives:

- Islands Trust Area Freshwater Footprint,
- Islands Trust Area Watershed Resiliency Mapping,
- Freshwater Sustainability Regulatory and Policy Audit,
- Freshwater Helpdesk,
- Islands Trust Freshwater Atlas,
- Freshwater Sustainability Technical Advisory Committee, and
- Watershed governance.

Watershed Security Fund Grant Application

Strategic Priority

At its December 2021 meeting, Trust Council received the [Islands Trust Freshwater Sustainability Strategy](#). The development of the Freshwater Sustainability Strategy addressed Trust Council Strategic Plan Item 2.4 “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”

At its March 2024 meeting, Trust Council approved the Regional Planning Committee’s top three priorities, including implementing the Freshwater Sustainability Strategy. Implementation of the FWSS is an action in the draft Islands Trust Council 2025-2028 Strategic Plan.

Executive Committee Support for Watershed Security Strategy and Fund

In March 8, 2022, the Executive Committee approved a draft letter to the Water Protection and Sustainability Branch of the Ministry of Environment and Climate Change Strategy providing general support for the Watershed Security Strategy and Fund. The letter states:

“This letter provides general support for the Watershed Security Strategy and Fund. All of the outcomes of the Watershed Security Strategy and Fund discussion paper have relevance to the Islands Trust Object. While addressing watershed resilience and freshwater sustainability is a top priority of the Islands Trust, it will require us to go above and beyond our day-to-day business. We will need coordinated efforts and funding to help us effectively gather and update data, undertake risk and vulnerability assessments and integrate adaptation strategies into our policies and regulations.” The letter goes on to say:

“The Watershed Security Strategy and Fund could provide an avenue for collaboration and sustainable long-term funding to local government watershed resilience initiatives. For example, a case example of the Watershed Security Strategy and Fund is the Healthy Watershed Initiative, which funded the development of the Islands Trust Freshwater Sustainability Strategy in 2021. This included federation-wide governance actions, supported Indigenous led freshwater heritage projects, and facilitated local island water champion organizations to undertake watershed resilience projects. The effective and timely development of the Islands Trust Freshwater Sustainability Strategy demonstrates that the Islands Trust has organizational capacity and commitment to engage provincial funding for the protection of watersheds and preservation of freshwater in a meaningful way that addresses the Islands Trust’s Climate Emergency and First Nations Reconciliation Declaration.” (see full letter [here](#)).

Watershed Security Strategy and Fund

The Islands Trust Freshwater Sustainability Strategy aims to guide sustainable water management across the Islands Trust Area by undertaking research, education, and aligning local government policies with provincial governance. The strategy focuses on long-term ecological health and community water needs, supporting the preserve and protect mandate by addressing issues such as groundwater vulnerability, watershed security, water conservation, and resilience to climate change.

The Watershed Security Strategy and Fund aims to protect British Columbia’s watersheds through sustainable management, addressing climate resilience, and supporting communities’ access to clean water. Established with an initial \$100 million investment, it is co-developed with First Nations to reflect collaborative stewardship and uphold Indigenous water governance rights. By funding projects focused on reconciliation, ecosystem restoration, and long-term resilience, the strategy seeks to secure the health of watersheds across B.C. for future generations. The intake for funding is closing in December 2024 with

decisions on funding to be released in early 2025. Currently there are no provided intentions for future calls and therefore this is considered a significant funding window opportunity that is time sensitive.

Proposed Freshwater Sustainability Strategy Projects using Watershed Security Funding

The proposed project for implementation of the Islands Trust Freshwater Sustainability Strategy (Attachment 3) closely align with the goals of the Watershed Security Strategy and Fund by fostering resilient, equitable, and sustainable water management across the Islands Trust Area. Each project within the FWSS contributes to overarching goals such as climate resilience, community engagement, and ecosystem protection. For instance, the Freshwater Footprint Project establishes a sustainable metric tailored to island environments, helping communities and policymakers make informed decisions. Additionally, the Watershed Resiliency Mapping project identifies vulnerable ecosystems, supporting conservation efforts and guiding sustainable land-use practices.

Islands Trust Area Freshwater Footprint Project

- Involves consultant-led methodology development with Islands Trust staff, interest groups, government, and community input.
- Defines Freshwater Footprint as a holistic metric encompassing the water cycle, community influence, and environmental variables.
- Explores water use practices, societal contributions to conservation, traditional practices, and climate impacts.
- Focuses on community coordination to incorporate local relationships with water into technical assessments.

Islands Trust Area Watershed Resiliency Mapping

- Assesses ecosystem vulnerability under climate change, resource demand, and land-use pressures.
- Guides conservation efforts by identifying areas requiring targeted management.
- Provides a technical framework for sustainable land-use planning and decision-making.
- Supports watershed protection and ecological resilience through science-based insights.

Freshwater Sustainability Audit

- Evaluates existing land-use bylaws and Official Community Plans for water resource management alignment.
- Reviews zoning, subdivision, environmental protections, and other policies for sustainable water use practices.
- Engages local residents, environmental organizations, First Nations, and provincial authorities for policy input.
- Produces actionable recommendations for policy updates, new bylaws, and regulatory modifications.

Freshwater Helpdesk

- Serves as a centralized platform for public and internal inquiries on freshwater matters.
- Manages inquiries from residents, applicants, and interest groups on water conservation and sustainability.
- Provides internal support to planning staff and other personnel for streamlined freshwater sustainability coordination.
- Enhances transparency and accessibility for water resource information within the Islands Trust Area.

Islands Trust Freshwater Atlas Public Engagement

- Enhances community access to freshwater data through an interactive online tool, similar to the BC Drought Information Portal.
- Enables residents and decision-makers to access up-to-date information on aquifers, watershed health, and recharge areas.
- Includes public engagement strategies, such as workshops and virtual sessions, to foster water stewardship.
- Aligns with other provincial outreach platforms to encourage transparent, data-driven water management.

Freshwater Sustainability Technical Advisory Committee

- Establishes a committee of water resource experts to provide science-based guidance on freshwater issues.
- Draws on the successful Regional District of Nanaimo's Drinking Water and Watershed Protection initiative model.
- Supports sustainable policy development by analysing data, reviewing initiatives, and providing recommendations.
- Promotes balanced freshwater sustainability that addresses environmental needs and community welfare.

Watershed Governance

In consideration of the Regional Planning Committee request of staff to add a project on watershed governance within its grant application for the Watershed Security Strategy, below is a brief summary of relevant intersections between the FWSS and established guidance documents on watershed governance such as the [*POLIS Water Sustainability Project Handbook for Water Champions: Strengthening Decision-Making and Collaboration for Healthy Watershed*](#).

- **Inclusive Watershed Governance:** Watershed governance involves collaboration across various levels of government, Indigenous nations, local groups, and other interest groups to achieve sustainable and equitable water management. It's essential for addressing root issues, such as overlapping jurisdictions and limited enforcement capacity, which is especially relevant in complex regions like the Islands Trust Area.
- **Role of Water Champions:** Supporting coordination of water champions who are individuals or groups within communities and organizations who drive awareness, mobilize resources, and build support for sustainable water practices. In the Islands Trust Area, these champions can advocate for community-led initiatives, gathering support to prioritize water sustainability amidst increasing ecological pressures.
- **Pooling Knowledge and Resources:** Collaborative governance encourages pooling scientific, local, and Indigenous knowledge to inform decision-making and improve watershed health. This approach aligns with the Islands Trust Area's goal to support data-informed freshwater management, leveraging local expertise for better outcomes.
- **Formalized Advisory and Influence Roles:** To influence water policy and regulatory decisions effectively, water champions may seek advisory roles in watershed planning processes. In the Islands Trust Area, formalizing these roles can strengthen advocacy efforts, ensuring the integration of local needs and scientific insights into provincial or federal regulations.
- **Co-Governance and Shared Authorities:** Advanced watershed governance moves towards shared decision-making between Indigenous and Crown governments, reflecting mutual responsibilities and local priorities. In the Islands Trust Area, co-governance can support reconciliation efforts, integrating Indigenous laws and practices alongside other governance structures.
- **Long-term Resilience Building:** By implementing watershed governance, the Islands Trust Area can enhance resilience against climate impacts and water scarcity, protecting critical water sources for ecological and community well-being. This approach fosters a proactive stance toward sustainable water management, vital for the region's long-term security.

ATTACHMENT(S):

1. Islands Trust Freshwater Sustainability Projects Timeline
2. Islands Trust Freshwater Sustainability Projects Actions
3. Islands Trust Freshwater Sustainability Strategy Proposed Projects FY 25/26

FOLLOW-UP: Staff will continue to report to the Regional Planning Committee on progress and activities related to implementing the Freshwater Sustainability Strategy.

Prepared By: William Shulba, P.Geo, Senior Freshwater Specialist

Reviewed By/Date: Stefan Cermak, Planning Services Director / November 14, 2024

ISLANDS TRUST FRESHWATER SUSTAINABILITY STRATEGY		Attachment 1: Islands Trust Freshwater Sustainability Projects Timeline															Pilot or Methodology Phase														
		Proposed Project															In Progress Project														
PROGRAM	ISLANDS TRUST PROJECTS	FISCAL TIMELINES															LOCAL TRUST AREAS														
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	BE	BO	DE	GB	GL	GM	HO	LA	MA	NP	SA	SP	SS	TH		
Groundwater Sustainability Science (GWSS)	Aquifer Conceptualization																														
	Groundwater Region Mapping																														
	Groundwater Recharge Mapping																														
	Groundwater Availability Assessments																														
	Seawater Intrusion Risk																														
	Volunteer Observation Well Monitoring																														
Watershed Sustainability Science (WSSS)	Watershed Boundary Mapping																														
	Freshwater Balance																														
	Climate Vulnerability																														
	Watershed Resiliency																														
	Watercourse Mapping																														
	Wet Areas Mapping																														
	Hydraulic Connection Assessment																														
Freshwater Sustainability Reporting (FSR)	Islands Trust Freshwater Sustainability Strategy Development																														
	Suitable Land Analysis																														
	Subdivision Proof of Water LUB Updates																														
	Aquifer Recharge Protection Development Permit Area																														
Cultural Knowledge and Engagement (CKE)	Islands Trust Freshwater Atlas																														
	Islands Trust Area Freshwater Forum																														
	Our Groundwater and Wells Workshops																														
	Salish Sea Conference Freshwater Presentation																														
	Trust Council Presentation: Water Sustainability Act																														
	Trust Council Presentation: Groundwater Licencing																														
	Freshwater Drawings and Illustrations																														

ISLANDS TRUST FRESHWATER SUSTAINABILITY STRATEGY ACTIONS																									
PROGRAM	PROJECTS	ACTIONS																							
		GWSS										WSSS		CKE						CAOA					
		1	2	3	4	5	6	7	8	9	10	1	2	1	2	3	4	5	6	1	2	3	4		
Groundwater Sustainability Science (GWSS)	Aquifer Conceptualization																								
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	Trust Council Presentation: Water Sustainability Act																								
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	Freshwater Drawings and Illustrations																								
	GWSS 1	Improve data management to inform decision making																							
	GWSS 2	Develop a coordinated long-term water monitoring program																							
	GWSS 3	Continue groundwater data and information inventory																							
	GWSS 4	Continue groundwater recharge potential mapping																							
	GWSS 5	Continue groundwater availability assessments																							
	GWSS 6	Establish groundwater regions as a focus for land use planning for all Islands																							
	GWSS 7	Integrate water availability and vulnerability information into land-use policies and regulations																							
	GWSS 8	Implement appropriate planning and regulatory tools to protect vulnerable aquifers and sensitive aquatic ecosystems																							
	GWSS 9	Improve the availability of water-related information to support development application reviews																							
GWSS 10	Customize water supply requirements for new development to local circumstances																								
	WSS 1	Inventory and understand the status of watersheds and aquatic ecosystems																							
	WSS 2	Continue to explore the potential for rainwater harvesting and other alternatives to supplement water supplies and promote this as conservation and resilience strategy																							
	CKE 1	Identify freshwater sites of cultural and spiritual significance to First Nations																							
	CKE 2	Collaborate with First Nations and Indigenous organizations to increase community awareness of water-related cultural values, interests, and inherent rights																							
	CKE 3	Develop and implement a freshwater stewardship outreach plan																							
	CKE 4	Develop and implement water-focussed training for new Trustees and Trust staff																							
	CKE 5	Use market research methods to understand and monitor change in attitudes and behaviours related to water																							
	CKE 6	Support water purveyors’ adoption of sustainable water management practices																							
	CAOA 1	Collaborate with First Nations and Indigenous organizations to develop understanding and integrate their participation, perspectives, and interests into water-related decision making by all agencies																							
	CAOA 2	Work with the Provincial Government to employ appropriate regulatory instruments in areas with acute water challenges																							
	CAOA 3	Work with partner regulatory agencies to harmonize approval processes and integrate Freshwater Sustainability Strategy goals and objectives into decisions																							
	CAOA 4	Work with partner agencies to manage water use and quality impacts from existing users, particularly in areas experiencing supply constraints																							

Islands Trust Freshwater Sustainability Strategy Proposed Projects FY 25/26																									
PROJECTS		ACTIONS																							
		GWSS										WSSS		CKE						CAOA					
		1	2	3	4	5	6	7	8	9	10	1	2	1	2	3	4	5	6	1	2	3	4		
Islands Trust Area Freshwater Footprint																									
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REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** December 4, 2024
From: Director, Planning Services **Date Prepared:** November 13, 2024
SUBJECT: Meeting Administrator – Approve Making Temporary Position Permanent

RECOMMENDATION:

That Trust Council approve the Meeting Administrator staff position a regular, permanent position at Islands Trust.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The Meeting Administrator position has enhanced the efficiency and effectiveness of local trust committee and Trust Council meetings, in terms of logistical planning and subsequent reporting of minutes to the public. Executive Committee has supported making the temporary position a permanent one.

- 1 PURPOSE:** For Trust Council to consider making the temporary (1 year) Meeting Administrator staff position a regular, permanent position.

BACKGROUND: In March 2024, Trust Council approved a budget that included a full time Meeting Administrator position for a temporary one-year term. The position was approved on a temporary one-year basis to allow time for evaluation. The position's temporary term completes at the end of the current fiscal period, March 31, 2025.

The Meeting Administrator position has exceeded expectations in terms of positive outcomes to the organization. The volume of meetings attended and supported, the enhanced level of service the role provides, the effectiveness of centralizing meeting administrator services, cost savings generated from fewer contracted minute takers, and the amount of "hours given back" to other administrative and information services staff for backfilling purposes.

The Meeting Administrator enables consistent delivery of high quality electronic meetings and continues to generate efficiencies, which allows for future consideration of this position supporting Islands Trust Conservancy Board meetings and/or taking on a greater role in meeting hardware management.

Trust Council must approve the position as a regular, permanent position to continue benefiting from it beyond March 31, 2025. Without continuation of this position, duties will have to be either reassigned or contracted out, or expectations for electronic meetings support will need to be reduced.

On October 30, 2024, the Executive Committee considered the business case to make the temporary Meeting Administrator position permanent (**Attachment 1**). After consideration and discussion, the Executive Committee carried the following motion:

EC-2024-135

that Executive Committee recommend to Trust Council that it make the temporary Meeting Administrator staff position a regular, permanent position at Islands Trust.

2 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Approval of making the Meeting Administrator position will address critical capacity issues as indicated in the attached business case.

FINANCIAL: Continues current temporary position costs.

- Cost: \$77,000 (includes benefits) plus ongoing annual wages increases
- Savings from not contracting Minute Takers (~\$22,000 - \$26,000)
- Savings from accrued overtime (estimated cost ~\$6,750)
- Recovery of hundreds of hours in other roles (ex: Planning Team Assistants no longer attending LTC meetings electronically)

POLICY: N/A

IMPLEMENTATION/COMMUNICATIONS: The position will be made permanent following Public Service Agency requirements upon Trust Council resolution. Communications with contracted minute takers about permanently reducing their roles to be back up minute takers and/or restrict to local postings of notices. As a hiring competition was conducted to fill this position, no hiring competition is required again when the position is made permanent. Rather, should be incumbent desire to remain in the position, they would do so.

FIRST NATIONS: N/A

OTHER: N/A

3 RELEVANT POLICY(S): N/A

4 ATTACHMENT(S): Permanent Meeting Administrator (full-time) – Business Case

RESPONSE OPTIONS

Recommendation:

That Trust Council approve the Meeting Administrator staff position a regular, permanent position at Islands Trust.

Alternative:

That Trust Council does not approve making the temporary Meeting Administrator staff position a regular, permanent position at Islands Trust

Prepared By: Director, Planning Services

Reviewed By/Date: A/CAO / November 13, 2024



Islands Trust

**Budget Funding Request
Short-Form Business Case**

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Requested by (*Committee or Operational Unit*):
Executive Committee

Department:
Planning Services

Name of Request:

Permanent Meeting Administrator (full-time)

\$ Value of Request:

2025/26: \$77,000 (with benefits and expenses)
Permanent

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: To make a temporary position permanent**

Date of Submission to Finance:
September 11, 2024 (amended Oct. 23, 2024)

Funding Required for (date range):

- **2025/26 - onwards**

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

2024/25 Budget Assumptions, Principles, and Guidelines (Adopted by Trust Council September 2024)

- That Trust Council establish a 2025/26 budget guideline that resource requests for additional operating budgets (including one time projects) and new tax-funded personnel will only be considered where critical capacity issues can be clearly demonstrated or where upfront investment will result in longer term savings as outlined in a business case

Critical capacity issues are noted throughout the business case and include:

- Staff workload: both Information Services (IS) and Planning Services (PS) staff workload are heavily impacted from managing electronic meetings scattered throughout the 13 local trust areas as well as Trust Council meetings and it's committees. Increased challenge in contracting minute takers.

- Missed deadlines: various IS deadlines to implement new software and other projects were delayed while allotting time to troubleshooting electronic meeting issues; various PS deadlines were missed such as timely development applications processing; and management of LTC related communications
- Inefficiencies: without a Meeting Administrator there are multiple minute takers, multiple PS staff administering meetings, and multiple administrative staff developing and managing the complex meeting schedule of the Islands Trust (at least 70 LTC regular business meetings and 52 Trust Council/committee meetings)
- Inconsistencies: various administrators led to inconsistent meeting administration and inconsistent delivery of meeting minutes
- Expectations: since Covid-19, expectations are that meeting participation is capable as being electronic as possible.

The impact of the issues include:

- reduced productivity of regular IS and PS duties, increased stress on staff from high workloads which increases risk of burnout or turnover, decreased morale, upset development applicants/property owners, frustrated LTC chairs, confused Trustees, and not meeting public expectations

The industry standard:

- Provide consistent, efficient, and effective meeting administration that permits elected officials to make effective decisions
- Reduce engagement disparity

The **Strategic Plan** prioritizes elements of the strategic projects that support land use decision making. A Meeting Administrator ensures effective, efficient delivery of planning services to LTCs to support land use decision making.

The **Reconciliation Action Plan**, **Freshwater Sustainability Plan**, and **Housing Strategic Action Plan** are all Trust Council approved plans that involve effective committee action which require effective meeting administration.

There are numerous LTC projects amending OCPs or being guided by OCPs which require effective meeting administration.

ISSUE/OPPORTUNITY:

In March 2023, Trust Council approved a temporary Meeting Administrator. The position assumed the following responsibilities:

- Provides technical assistance to staff and trustees to ensure optimal functioning of electronic meeting hardware and software
- Coordinates and hosts hybrid, in-person, and electronic committee meetings including coordinating meeting management of panelists, attendees, delegates and staff
- Coordinates and supports alternate hosts when required
- Coordinates and supports annual scheduling of regular local trust committee business meetings
- Maintains logistical partner contact details (eg. meeting locations) and ensures all lists are current
- Coordinates minute takers for local trust committee business meetings
- Attends and records minutes for hybrid, in-person, and electronic committee meetings
- Publishes videos, calendar details, and minutes to the Islands Trust website ensuring that content adheres to established website policies, procedures and design consistency; identifies and updates or removes outdated content
- Saves videos and documents to the electronic filing system

- Liaises and builds relationships with trustees, staff, and other partners providing day-to-day advice and guidance to ensure the effective running of Islands Trust meetings and operations
- Liaises with all Islands Trust units and shares relevant information to facilitate increased collaboration and alignment
- Provides *backup* meeting administration for Islands Trust Conservancy and Islands Trust Council committee
- Provides support to the Director of Planning Services
- Other duties as assigned

The position's temporary term completes at the end of the current fiscal period, March 31, 2025. The current Meeting Administrator has exceeded expectations in the volume of meetings able to attend, the quality of service provided, the effectiveness of centralizing meeting administrator services, cost savings from minute takers, and the amount of "hours given back" to other administrative and information services staff.

The Meeting Administrator has enabled the consistent delivery of high quality electronic meetings and continues to become even more efficient allowing for consideration of assisting with Islands Trust Conservancy and taking on a greater role in meeting hardware management.

Trust Council must approve the position to become permanent or the duties will have to be either reassigned, contracted out, or expectations for electronic meetings reduced.

PROJECTED RESULTS/DELIVERABLES:

Approval of a permanent full-time Meeting Administrator will permit the continuing delivery of high quality electronic LTC (and other) meetings. Consistency between all meetings will be observable for public and especially Chairpersons. Predictable and dependable services enhances service quality. Trustees (especially Chairpersons) are able to focus on decision making at meetings rather than managing electronic meetings (the process in place before the Meeting Administrator). Creating a permanent position will allow the Meeting Administrator to enhance the service through deeper and longer experiences and will work with management to document and improve practices.

RISK ASSESSMENT:

Risks	Impact	Mitigation
Single person to administer all meetings	medium	• develop schedule with backup administrators and/or minute takers
Effective meeting preparation and follow through	medium	• ensure onboarding, orientation, and training materials. Revisit regularly • build efficiency and effectiveness through repetition and monitor for quality
Not able to handle work load	medium	• develop meeting schedules with minimal overlap; hire / train staff to have effective time management and minute taking skills

ALTERNATIVES CONSIDERED:

Option 1: Do nothing – let temporary Meeting Administrator position expire.

- Benefits – no permanent budget item for Meeting Administrator
- Risks – conflict with existing planning administrative staff duties, inconsistent meeting standards, lack of coordination between various meetings, difficulty allocating resources for meeting administrator duties – especially managing the electronic component of meetings; reduced quality of LTC meetings;

not meeting elected official and/or public expectations for easy electronic attendance at meetings; reduced turnaround time for Trust Council and Committee of the Whole meeting minutes

- Financial implications – Additional permanent budget cost of \$44,000. No permanent wage costs for Meeting Administrator (\$77,000), increase cost to contracting minute takers (\$26,000), increased cost of overtime to other administrative staff (est. \$7,000) uncertain costs to increased demand on other administrative staff to administer meetings,
- Resource requirements – existing supplies (computer, phone) would be returned to Information Services, planning administrative staff would have to displace existing work to assume a greater role in meeting administration – this would impact agenda preparation, application processing and timing, and communications processing, amongst other duties
- Other implications – The current temporary Meeting Administrator would cease to have a position effective March 30, 2025. The temporary position was approved by Trust Council – the business case indicated that there was overall agreement that the previous approach to managing electronic meetings was not sustainable. Loss of support staff for Trust Council, Committee of the Whole, and all LTCs (and potential future Islands Trust Conservancy meetings)

Option 2: Meeting Administrator – permanent full time

- Benefits – consistent, effective, coordination and administration of meetings; builds on successes of current position; continues to assist in managing planning service administration workloads, protects Island Planner or RPMS from administering meetings due to nature of being only other staff present; continue to provide front line staff support to trouble shoot the various hardware and software issues regarding electronic meetings; further reduction in minute taker contracts; ensures all LTC meetings will support electronic meetings; provides support to Trust Council and the Executive Coordinator recording minute minutes.); future support for Islands Trust Conservancy where schedules permit; centralized coordination of ALL LTC meetings including planned backup coverages; permits exploration for “hybrid” meetings allowing regular remote electronic participation at LTC meetings
- Risks – Less redundancies which ensures backup to Meeting Administrator duties or absences
- Financial implications – permanent position - \$77,000 / year (with benefits and expenses) plus ongoing wage increases
- Resource requirements – Computer and phone already allocated to position
- Other implications – The existing Meeting Administrator has exceeded expectations in the volume of meetings they are able to attend and improved the turnaround time historically seen for meeting minutes. There has been a significant drop in requesting Information Services assistance during electronic meetings, which demonstrates meeting behavioural competencies. LTC chairs will maintain consistent and dependable support for all LTC meetings. Current Meeting Administrator is a resident with the Islands Trust area.

CRITICAL SUCCESS FACTORS:

- Timely hiring process to avoid meeting administration disruptions.
- Appropriate experience and skills to adapt to unique meeting structure of LTCs (no designated meeting place, travelling hardware, remote island locations, relaxed meeting structures and observation of Roberts Rules - especially when compared to other local government meetings)

RECOMMENDED OPTION:

Option 2 - Meeting Administrator – permanent full time.

The current Meeting Administrator has effectively met and exceeded the goals as per the Trust Council approved business case last fiscal. The Meeting Administrator has taken over administering the electronic aspect of most LTC meetings while also taking minutes. The Meeting Administrator has exceeded the number of expected meetings able to administer – despite having a broken leg and being immobile for several months.

The Meeting Administrator has continually expanded their role in administering meetings by supporting the Executive Coordinator and may have capacity to support Islands Trust Conservancy in the future. Minute takers were retained throughout the current fiscal year as backup but may be further curtailed to only on island notice posting and delivery of notices. Both planning administrative staff, Information Services staff, and the Executive Coordinator report “hours given back” to support their regular duties which ensures a more effective delivery of services to LTCs and Trust Council. Centralizing meeting administration to a single person has increased efficiency in the scheduling of annual LTC meetings, delivery of minutes and created welcome consistency across all LTCs. The current Meeting Administrator has become the one consistent staff person to attend all meetings and be of immediate assistance to LTC chairs. The Meeting Administrator is eager to attend more in person meetings and will be able to play a greater role in hardware setup.

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: \$77,000 (includes benefits) plus ongoing annual wages increases
- Savings from not contracting Minute Takers (~\$22,000 - \$26,000)
- Savings from accrued overtime (estimated cost ~\$6,750)
- Recovery of hundreds of hours in other roles (ex: Planning Team Assistants no longer attending LTC meetings electronically)
- Meeting Administer for approximately 70 LTC regular business meetings in a calendar year and support for 12 days of Trust Council meetings, and an increasing number of proposed special business meetings.

Qualitative:

- Consistent and effective meeting administration including minute taking
- Centralization and specialization has led to increase efficiency and resiliency
- Regular administrative staff are able to focus on regular duties
- Information Services staff are able to work with less disruption
- LTC chairs do not have to administer meetings

PURCHASING PROCEDURE:

Follow Public Service Agency (PSA) job posting requirements. Internal job posting competition.

PROPOSED IMPLEMENTATION STRATEGY:

- Communications with existing Meeting Administrator and back up minute takers (between December and March Trust Councils)
- Posting of opportunity as per PSA requirements

STAFF RESOURCING:

- Communications: 2-4 hours.
- Posting, screening, and implementation of opportunity: 8-10 hours (Director of Planning Services and Employees Services Coordinator)

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Minute taker contracts will be further reduced to posting and delivering notices only
Regularizing hybrid meetings may be feasible
Communications relating the above will be required.

Requested by: Director, Planning Services, via the Executive Committee

Prepared by: Stefan Cermak, Director, Planning Services / August 26, 2024

Reviewed by:

1. ACCESSIBILITY COMMITTEE

Under the [Accessible British Columbia Act](#), Trust Council must have an accessibility committee. The role of the committee is to help Trust Council identify barriers to accessibility in all aspects of the organisation and identify means to mitigate those barriers. The Committee's role is to first develop, and then on a three year schedule, review and update an accessibility plan. There is a public consultation component in the legislation.

Islands Trust Council has appointed an Accessibility Committee, and the committee met for the first time on November 7, 2024. Next steps is for staff to establish a meeting schedule for the committee, and then begin work on drafting an Accessibility Plan. Trust Council will be kept up to date on the work of the Accessibility Committee through reports via Trustee Gauvreau.

2. LEGISLATIVE SERVICES

Records Management

As reported in September, Legislative Services staff is working on creation of new records management procedure that follows from the recently adopted Trust Council records management bylaw. This procedure will establish industry standards for records collection and retention, and be consistent with freedom of information and protection of privacy legislation.

Risk Management

Part of the role of the Director, Legislative and Information Services is consideration of risk to the organisation. To this end, the Director reviews all contracts in relation to insurance risk and recommends minimum insurance requirements for contractors. The Director also attended the Local Government Management Association Corporate Officers Forum that deals with topics relating to managing policies and procedures in local governments. The Director also attended the Young Anderson Law Seminar; this provides updates on topics such as Freedom of Information and Protection of Privacy, Bylaw Enforcement, procurement and case law updates.

3. INFORMATION SERVICES

Information Services continues to maintain all 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:

Cityview

At the time of this report, Cityview is in full production; Information Services staff is now working to create a customized report for the planning team and this is expected to be complete by December Trust Council.

Islands Trust Information Services has entered into an agreement with CityView vendor to commission a new Bylaw Enforcement application. Funding for this was included in the Fiscal Year 2024/25 budget. Information Services will be working closely alongside Bylaw Enforcement and CityView to complete this initiative. We expect work on this project

to commence in February 2025 with an intent to have it complete by end of the fiscal, subject to availability of Cityview staff.

Expense Claim Upgrades

As scheduled, the Expense Claim system is now in testing following some revisions in early November. This system should be in production by the end of this calendar year.

Salt Spring Office Move

Information Services has successfully migrated the Islands Trust Salt Spring Island Office network to the new office on October 21st. Following the office move on November 1, Information Services setup a temporary office for Salt Spring staff on November 4.

Operational Initiatives

Information Services continues to work on the following operational initiatives:

1. Development database (those used by Information Services staff to make changes and test them) upgrades completed in August 2024. Production database (those used by staff) upgrades have been delayed until early 2025, and expected to be complete by February 2025.
2. Ongoing virtual server operating system upgrades from Windows 2016 to 2019/2022. Expected to continue for next year. This is necessary as Windows 2016 support will eventually be retired.
3. Trust Area Property Information System (TAPIS) 3.0 is in production internally. Information Services is looking at early to mid-December 2024 to make TAPIS 3.0 available to the public. The old public map product, called MapIT, was built on software that is no longer supported. Therefore, it has been retired.
4. Desktop refresh for the 2024-25 fiscal year remains on schedule. A pilot group is currently testing out Windows 11 and it's interaction with our internal applications and services. The refresh should be completed before end of December for most users; remaining users will be scheduled for January 2025.
5. Single Point of Contact (SPOC) Information Services is moving to a centralized support model in order to increase service levels and decrease response times to staff resulting in better Information Services support for staff and trustees. All staff has been encouraged to start calling 1000 for any urgent issues, and to place a ticket in our helpdesk for non-urgent issues and service requests. After a successful soft launch, communications will be sent out to all staff on the new process.

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** September 24, 2024

From: David Marlor, Director,
Legislative and Information
Services **Date Prepared:** August 20, 2024

SUBJECT: Trust Council Bylaw 197: Local Trust Committee Meeting Procedures Bylaw

RECOMMENDATION:

That Trust Council give Bylaw 197, cited as “Local Trust Committees Meeting Procedures Bylaw, 2024”, First Reading.

That Trust Council give Bylaw 197, cited as “Local Trust Committees Meeting Procedures Bylaw, 2024”, Second Reading.

That Trust Council give Bylaw 197, cited as “Local Trust Committees Meeting Procedures Bylaw, 2024”, Third Reading.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

Adoption of Bylaw 197, ‘Local Trust Committee Meetings Procedures Bylaw, 2024’ would be a departure from the historical norm of providing LTCs with model bylaws for their individual consideration. However, this approach aligns with section 11 of the Islands Trust Act, and Trust Council’s policy 2.1.7 Trust Wide Administrative Procedures (Section 11).

The new bylaw will fulfill the direction of Trust Council and is intended to bring efficiency to administrative procedures associated with local trust committee meetings by setting a consistent corporate standard. This will enhance efficiency in planning administration and will increase resiliency of the planning administration team, allowing for staff to seamlessly assist with any local trust committee in the event of staff vacancies or workload distribution issues.

1 **PURPOSE:**

To establish standard meeting procedures that apply to all local trust committees, and replace individual local trust committee meeting procedure bylaws.

2 **BACKGROUND:**

At its regular meeting in December 2023, Trust Council passed the following resolution based on staff recommendation.

That Trust Council request Staff to prepare a draft amendment to the Trust Council Meeting Procedures Bylaw [101] 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.

Analysis:

Review of [Trust Council Meeting Procedures Bylaw 101](#) indicated that incorporating local trust committees' meeting procedures into the Trust Council meeting procedures bylaw would add complexity, potential ambiguity, and new meeting procedure rules for local trust committees, which have not been previously considered. To address these concerns, Staff recommend that a separate Local Trust Committee Meeting Procedures Bylaw be developed, as a stand-alone bylaw, separate from Trust Council's Meeting Procedure Bylaw 101. Staff have taken this approach and present the new LTC Meeting Procedure Bylaw for Trust Council's review.

Staff based the draft LTC meeting procedures bylaw on the local trust committee meeting procedures model bylaw that Trust Council adopted in December 5, 2003 and updated in early 2020s, and which was used by local trust committees to develop their own meeting procedures bylaws. While the updated model bylaw was circulated to local trust committees, [Policy 4.1.3 Model Local Trust Committee Meeting Procedures Bylaw](#) was never updated to reflect the new language. Six local trust committees have updated their meeting procedures bylaws since then to address public participation, and order and decorum.

The draft Trust Council bylaw 197 'LTC Meeting Procedures' does not add anything new beyond what local trust committees were recommended to have in their bylaws under Trust Council's previously adopted model meeting procedures bylaw, with the exception of:

- adding the release of an agenda outline two-days before the agenda deadline as indicated in the Trust Council resolution;
- changing the period for notification of meetings from calendar year to fiscal year (April 1 to March 31) to align with proposed changes to Trust Council's meeting procedures bylaw;
- changing number of consecutive meetings a trustee may attend electronically from two to three;
- adding an allowance for the minimum of two required annual meetings of the Executive Committee Acting as a local Trust Committee to be in-person or electronically; and
- making other minor changes to address wording amendments and clarity.

Gabriola, Galiano, Gambier, Mayne, North Pender, Saturna, South Pender local trust committees do not currently have procedures regarding "delegations", "order and decorum", "Invited Presentations", and "public participation" in their bylaws (sections 23 to 45 in the draft Trust Council Local Trust Committees Meeting Procedure Bylaw).

The Trust Council bylaw 197 as drafted has the same meeting procedure requirements for all 12 local trust areas and the Executive Committee Acting as a Local Trust Committee. This will streamline administration of meetings and reduce costs and resources.

Bylaw Adoption:

Under s.11 of the *Islands Trust Act*, a Trust Council meeting procedures bylaw for local trust committees would over-ride any local trust committee meeting procedures bylaws in the event of a conflict. If Trust Council adopts a local trust committee meeting procedures bylaw, staff will recommend that local trust committees rescind their meeting procedures bylaws to avoid any confusion.

Most local trust committee bylaws contain a clause authorizing the LTC Chair as signatory to documents on behalf of the local trust committee. As this is not a meeting procedure it is omitted from the draft Trust Council bylaw 197 for local trust committee meeting procedures. Local trust committees authorize Chair signatory through other means, such as a standing resolution or policy of the local trust committee..

A bylaw under s.11 of the *Islands Trust Act* must be adopted by 2/3 majority of those present at the meeting at which the vote on adoption takes place. While 1st, 2nd and 3rd readings are all a simple majority vote, the actual adoption requires 2/3 vote of those present. As Trust Council normally conducts adoption of administrative bylaws by resolution-without-meeting, this means that 18 votes in favour will be required to adopt the bylaw.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

This would reduce the number of local trust committee meeting procedure bylaws to administer from 13 to one, and standardize meeting procedures between all local trust committees. This will make administration for staff easier and be more consistent for the public and local trust committee chairs.

FINANCIAL:

There is no direct financial implication. When updates are necessary to the meeting procedures bylaw, writing one bylaw as opposed to 13 will require less staff time and therefore less costs.

POLICY:

Policy 4.1.3 Model Local Trust Committee Meeting Procedures Bylaw would be redundant and could be rescinded.

IMPLEMENTATION/COMMUNICATIONS:

Staff will link Trust Council's Local Trust Committee Meeting Procedures Bylaw 197 on each of the local trust committee bylaw pages, with an explanation. Staff will provide a report to each local trust committee with recommendation to rescind their meeting procedure bylaws, and an appropriate method to authorize the Chair as signatory for the local trust committee.

FIRST NATIONS RELATIONS:

There are no implications for First Nations relations.

OTHER:

Local trust committees' meeting procedure bylaws would be redundant, and Staff will recommend that each local trust committee rescind their meeting procedure bylaws. Other bylaws and policies of trust committee would stand, and staff will be bringing recommendations for each local trust committee to adopt public notice bylaws.

4 RELEVANT POLICY(S):

- [Islands Trust Act, Section 11](#)
- [Policy 2.1.7 Trust-wide Administrative Procedures \(Section 11\)](#)
- [Policy 4.1.3 Model Local Trust Committee Meeting Procedures Bylaw](#)

5 ATTACHMENT(S):

Draft Local Trust Committee Meeting Procedures Bylaw, 2024 (Bylaw 197).

RESPONSE OPTIONS

Recommendation:

That by a 2/3 majority vote, Trust Council give Bylaw 197, cited as “Local Trust Committees Meeting Procedures Bylaw, 2024”, First Reading.

That by a 2/3 majority vote Trust Council give Bylaw 197, cited as “Local Trust Committees Meeting Procedures Bylaw, 2024”, Second Reading.

That by a 2/3 majority vote Trust Council give Bylaw 197, cited as “Local Trust Committees Meeting Procedures Bylaw, 2024”, Third Reading.

Alternative:

That Trust Council not adopt a local trust committees meeting procedures bylaw. This will maintain the status quo of 13 local trust committee meeting procedures bylaws.

Prepared By: David Marlor, Director, Legislative and Information Services

Reviewed By/Date: Interim Chief Administrative Officer/September 4, 2024
Executive Committee/September 11, 2024

**TRUST COUNCIL
BYLAW NO. 197, 2024**

A bylaw to establish procedures for meetings of local trust committees

WHEREAS Section 11 of the *Islands Trust Act* states that Trust Council may, by bylaw adopted by at least 2/3 of its members present at the meeting at which the vote on adoption takes place, establish procedures that one or more local trust committees, as specified in the bylaw, must follow in exercising their authority and carrying out their responsibilities under this or any other enactment;

And WHEREAS The Islands Trust Council, having jurisdiction in respect of the Trust Area in the Province of British Columbia pursuant to the *Islands Trust Act*, enacts as follows:

SHORT TITLE

1. This bylaw may be cited as “Local Trust Committees’ Meeting Procedure Bylaw No. 197, 2024”.

APPLICATION

2. This bylaw applies to Denman Island Local Trust Committee, Gabriola Island Local Trust Committee, Galiano Island Local Trust Committee, Gambier Island Local Trust Committee, Hornby Island Local Trust Committee, Lasqueti Island Local Trust Committee, Mayne Island Local Trust Committee, North Pender Island Local Trust Committee, Salt Spring Island Local Trust Committee, Saturna Island Local Trust Committee, South Pender Island Local Trust Committee, Thetis Island Local Trust Committee and the Executive Committee Acting as a Local Trust Committee.

DEFINITIONS

3. “Principal Office” means the headquarters office location of the Islands Trust.

MEETINGS AND NOTICE OF MEETINGS

4. The first regular meeting of a local trust committee shall be held on a date to be determined by each Local Trust Committee by Resolution Without Meeting following a general local election.
5. At the first regular meeting referred to in Section 4, and at the last regular meeting of each of the first, second, and third years following a general election, or by Resolution Without Meeting, each Local Trust Committee shall establish a schedule of the date, time and place of its regular Local Trust Committee meetings for the following fiscal year, of which there shall be at least two held in-person except for the Executive Committee Acting as a Local Trust Committee, in which case all regular meetings may be electronic.
6. The meeting schedule:
 - a. for the Galiano Island Local Trust Committee, Mayne Island Local Trust Committee, North Pender Island Local Trust Committee, Saturna Island Local Trust Committee, and South Pender Island Local Trust Committee, shall be posted on a bulletin board located at the Victoria Office of the Islands Trust, and the schedule shall be posted on a notice board on the relevant island that is accessible to the public;
 - b. for the Denman Island Local Trust Committee, Gabriola Island Local Trust Committee, Gambier Island Local Trust Committee, Hornby Island Local Trust Committee, Thetis Island Local Trust Committee, and Lasqueti Island Local Trust Committee, shall be posted on a bulletin board

- located at the Northern Office of the Islands Trust, and shall be posted on a notice board on the relevant island that is accessible to the public;
- c. for the Salt Spring Island Local Trust Committee and Executive Committee Acting as a Local Trust Committee, shall be posted on a bulletin board located at the Salt Spring Island Office of the Islands Trust.
7. Public notice of the availability of the regular meeting schedule at the place specified in Section 6 shall be given at least once a year by publication in a newspaper circulating in the local trust area, or if the local trust committee has adopted an alternative means of public notice under s. 94.2 of the Community Charter, then the notice shall be provided once per year in accordance with that bylaw.
 8. Advance public notice of a regular or special meeting that is to be conducted by means of electronic or other communication facilities shall include the way in which the meeting is to be conducted by means of electronic or other communication facilities and the place where the public may attend to hear, or watch and hear, that the proceedings are open to the public and shall be posted at the places specified in Section 6 and delivered to trustees in accordance with Section 9. Notice of a special meeting which is to be conducted by means of electronic or other communication facilities shall be delivered to the trustee in accordance with Section 10.
 9. Each local trustee shall provide to the Deputy Secretary of the Islands Trust a telephone number and mailing address for the purpose of receiving notices of Local Trust Committee meetings, and notice shall be deemed to have been sufficiently given to the local trustee if the notice is delivered to the trustee's Islands Trust email address or given to the trustee in person.
 10. Any two members of a local trust committee may call a special meeting by giving notice of the day, time, place and purpose of the meeting to the third member of the Committee by telephone or written notice delivered or emailed to the trustee's Islands Trust email address at least 48 hours before the time of the meeting, and by posting the notice at the places specified in Section 6, except that notice to Local Trust Committee members may be waived by unanimous vote.
 11. If the Chairperson is not one of the members calling the special meeting, the members calling the special meeting shall, prior to doing so, advise the Chairperson of the calling of the meeting and consider the Chairperson's representations, if any, regarding the calling of the meeting.
 12. Regular and special meetings of the Local Trust Committee shall be open to the public, except where the Committee has stated by resolution in open meeting that the meeting or portion of the meeting is to be closed to the public, and has stated the statutory basis on which it is to be closed.
 13. A quorum of a local trust committee is two members, except for the Executive Committee Acting as a Local Trust Committee, in which case the quorum is three.
 14. In the event that neither the Chairperson nor the alternate member of a local trust committee appointed by the Chair of the Trust Council is present within one half hour of the scheduled time of a regular or special meeting, the Director of Planning Services, or their designate, shall call the meeting to order and the remaining trustees shall determine which of them shall act as Chairperson

REGULAR MEETING AGENDA

15. The Deputy Secretary must prepare an agenda for each regular meeting, which must:
 - a. state the general nature of each business item to be dealt with at the regular meeting;

- b. be sent to each trustee's email address at least seven (7) days before the scheduled meeting date; and
 - c. the agenda outline to be released publically at least two (2) days before the release of the full agenda.
16. The Director of Planning Services or their designate shall legibly record the minutes of the meetings of each local trust committee, and shall record any resolutions without meeting. After the minutes of a meeting have been adopted, the Director or their designate shall certify the minutes as correct and the Chairperson or other trustee who presided at the meeting shall sign the minutes.
 17. The minutes are a record of decisions, and shall include a record of every resolution of the Committee, including every resolution closing a meeting to the public, the reading and adoption of every bylaw, and every declaration made in relation to a conflict of interest.

MEETING PROCEDURE, RESOLUTIONS AND BYLAWS

18. Any question of meeting procedure that is not provided for in this Bylaw, the *Islands Trust Act*, the *Local Government Act*, the *Community Charter*, or regulations under either of those statutes, shall be resolved in accordance with the most current edition of *Robert's Rules of Order*.
19. Motions shall be in writing, and may be moved by any member of a local trust committee; the Chair may allow motions to be made verbally but must ensure the recorder reads it back correctly.
20. Bylaws may be read by title only, provided that each member of a local trust committee is in possession of a complete copy of the proposed bylaw at the meeting.
21. The Chairperson of a local trust committee, or other trustee who presided at the meeting at which it was adopted, and the Deputy Secretary of the Islands Trust, shall sign every bylaw adopted by a local trust committee, and the Deputy Secretary shall keep a certified copy of the bylaw at the principal office of the Islands Trust.

DELEGATIONS

22. A Delegation period is limited to fifteen (15) minutes in duration, and may be scheduled for each regular meeting of a local trust committee. The time limit may be extended by unanimous vote of the members present.
23. An individual, or a representative of an organization, may request to address a local trust committee as a delegation.
24. A delegation requesting permission to appear before a local trust committee shall submit a written request in the form prescribed by the Deputy Secretary. The subject of the written request and the presentation must fall within the jurisdiction of the Local Trust Committee.
25. The written request must specify the subject matter of the presentation and include either a copy of the presentation or an overview of the information to be presented. The written request must also include the name and address of the person(s) speaking.

26. All written requests to appear before the Local Trust Committee must be received by the Deputy Secretary by 12:00 noon fourteen (14) calendar days prior to the meeting.
27. Each address shall be limited to five (5) minutes unless a longer period is agreed to by unanimous vote of those Local Trust Committee members present
28. Any video presentations used as part of a delegation's address to a local trust committee will count toward the time limit permitted for the delegation.
29. In the event of a delegation presenting a petition, the petition shall contain each petitioner's signature and printed name and address.
30. Where written requests have not been received by the Deputy Secretary as prescribed in section 34, an individual may address the meeting in the Public Participation period, as outlined within this bylaw.
31. A local trust committee must not permit a delegation to address a meeting of the Committee regarding a bylaw in respect of which a public hearing has been held, where the public hearing is required under an enactment as a pre-requisite to the adoption of the bylaw.
32. The Deputy Secretary, in consultation with the Chair, may schedule delegations to another Local Trust Committee meeting.
33. The Deputy Secretary, in consultation with the Chair, may refuse to place a delegation on the agenda.
34. If the delegation wishes to appeal the Deputy Secretary's decision, the information must be distributed under separate cover to the Local Trust Committee for their consideration.

ORDER AND DECORUM

35. The Chair is to preserve order at every meeting of a local trust committee and has the power to make such rulings as are necessary to do so, including the power to rule on all points of order and may deny any individual or a delegation the right to address a meeting if, in the Chair's opinion, the individual or the delegation:
 - a. makes defamatory remarks about any person or speaks disrespectfully of any person;
 - b. addresses issues not contained within the written application of the individual or delegation, as prescribed in sections 25 and 42; or
 - c. immoderately raises their voice, or uses profane, vulgar or offensive language, gestures or signs.
36. Individuals and delegations will not be heard at regular meetings of the Local Trust Committee on the following:
 - a. the promotion of commercial products or services which have no connection to the business of the Local Trust Committee;
 - b. matters on which a local trust committee has approved commencement of prosecution and on which judgment has not been rendered;
 - c. publicly tendered contracts or proposal calls for the provision of goods and services for the Local Trust Committee, between the time that such contract or proposal call has been authorized and the time such contract or proposal call has been awarded, either by a local trust committee or Islands Trust staff; or
 - d. Topics which are normally dealt with by Islands Trust staff as a matter of routine.

37. A local trust committee member may, on recognition by the Chair, ask or answer questions of a member of the public who is addressing a local trust committee. Debate with, or by, any member of a local trust committee or staff is not permitted.
38. The Chair or person presiding may expel and exclude a person from a meeting of a local trust committee for improper conduct.

INVITED PRESENTATIONS

39. Members of a local trust committee may, with the Chair's approval, invite a person, persons, or organizations(s) to make a presentation to the Local Trust Committee. Time permitting, the Deputy Secretary shall include the subject of the presentation and the designated speaker on the meeting agenda.

PUBLIC PARTICIPATION

40. A public participation period, limited to fifteen (15) minutes in duration, may be scheduled for each regular meeting of a local trust committee and may be extended by majority vote of the Local Trust Committee members present.
41. A member of the public may have three (3) minutes to address a local trust committee during the public participation period, unless extended by unanimous vote of the Local Trust Committee members present.
42. Persons wishing to address a local trust committee must state their first and last name and topic involved.
43. Subjects must relate strictly to matters under the jurisdiction of a local trust committee.
44. Subjects must be brief and to the point.

ELECTRONIC MEETINGS

45. Regular or special meetings of a local trust committee beyond the minimum number of in-person physical meetings identified in Section 5 may be conducted entirely by means of electronic or other communication facilities if a majority of the members of a local trust committee have agreed by resolution, and provided the Deputy Secretary has received sufficient notice and can make the necessary arrangements.
46. An individual Local Trust Committee member who is unable to attend at the physical location of a local trust committee meeting that is held in-person may choose to participate by means of electronic or other communication facilities, provided the Deputy Secretary has received sufficient notice and can make the necessary arrangements.
47. For each local trust committee meeting, not more than one Local Trust Committee member may participate by means of electronic or other facilities when the meeting has been scheduled for an in-person meeting.

48. An individual member of a local trust committee may not participate by means of electronic or other communication facilities in three consecutive regular Local Trust Committee meetings that are held in-person.
49. A local trust committee may waive the restrictions in sections 47 and 48 by unanimous resolution, of the Local Trust Committee.
50. Members of a local trust committee who use electronic or other communication facilities to participate in a meeting conducted in accordance with this bylaw are deemed present at the meeting.
51. Members of a local trust committee may begin participation in a meeting by electronic communication facilities after the meeting has been called to order.
52. Where members of a local trust committee are participating in a meeting through electronic or other communication facilities, the facilities must enable all meeting participants to hear, or watch and hear, each other and must provide notice when participants join or leave the meeting.
53. Where members of a local trust committee are participating in a meeting through electronic communication facilities, the facilities must enable the public to hear, or watch and hear, all meeting participants at a place specified in the meeting notice, unless the meeting has been properly closed to the public.
54. For the duration of a local Trust Committee meeting conducted by electronic or other communication means that is open to the public, a designated staff member shall be in attendance at the place specified in the meeting notice for the public to hear, or watch and hear, the meeting.
55. If communication is lost to one or more trustees participating electronically during the meeting:
 - a. the affected trustee participating electronically will attempt to reestablish the link and, in the interim, will be deemed to have left the meeting and this will be recorded in the minutes;
 - b. if there is not a quorum, the Local Trust Committee Chair or person presiding will call a recess until the link is reestablished; and,
 - c. if, after 15 minutes, a link cannot be reestablished and there is not a quorum of Local Trust Committee members, the meeting will be deemed adjourned and the item under discussion at the time of loss of communication and the remainder of the agenda will be added to the next agenda.

READ A FIRST TIME THIS	___ TH	DAY OF	___,	2024
READ A SECOND TIME THIS	___ TH	DAY OF	___,	2024
READ A THIRD TIME THIS	___ TH	DAY OF	___,	2024
ADOPTED BY 2/3 VOTE THIS	___ TH	DAY OF	___	2024

CHAIRPERSON

DEPUTY SECRETARY

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** September 24, 2024

From: David Marlor, Director,
Legislative and Information
Services **Date Prepared:** August 14, 2024

SUBJECT: Code of Conduct Review – Next Steps

RECOMMENDATION:

That Trust Council schedule a Committee of the Whole meeting to discuss the draft Code of Conduct.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The recommendation is consistent with Executive Committee's previously directed process to advance an Islands Trust draft Code of Conduct to align with Provincial guidance. This approach encourages Trust Council's full engagement in the development of the new Code of Conduct, which is key for the success of the initiative.

1 PURPOSE: To provide recommendations on next steps in developing a new Code of Conduct for Trust Council.

2 BACKGROUND:

At its regular meeting on April 24, 2024 the Executive Committee resolved that:

Staff to forward the draft Code of Conduct to Trust Council Committee of the Whole in June 2024 for discussion and recommendation to Trust Council.

At the request of the former CAO, the Code of Conduct was instead forwarded to the Governance Committee, as the Code of Conduct is a governance-related matter.

At its regular meeting on June 24, 2024, the Governance Committee reviewed the draft Code of Conduct. While the Committee discussed aspects of the Code of Conduct, and individual members provided specific comments, the Committee did not make any substantive recommendations and instead, recommended creation of a select committee to review the Code of Conduct. It resolved that:

Governance Committee recommend to the Executive Committee that the Executive Committee refer the development of an updated Code of Conduct to a Select Committee of Trust Council.

As other significant priorities of Trust Council have taken priority at Committee of the Whole meetings since June, this work has not advanced to that body as originally requested by Executive Committee. Timing was also impacted waiting for Governance Committee feedback.

At its regular meeting on July 24, 2024, the Executive Committee resolved:

Staff to take the draft code of conduct back to Trust Council with a request for decision of the work done to date, and ask Trust Council to provide further direction on the development of a new code of conduct.

To date, staff has reviewed the existing Trust Council Standards of Conduct policy against the Provincial guidelines released in 2022 for development of a Code of Conduct. Staff drafted a revised Code of Conduct for the Islands Trust Council, its committees and local trust committees largely based on the Provincial guidelines. Staff presented a Request for Decision dated April 24, 2024 to the Executive Committee; this document provide an overview of the major changes to the existing Standards of Conduct policy (see Attachment 1).

A Code of Conduct is intended to be a guide to good governance for trustees, and provide the expectations on respect and etiquette to be applied in all dealings with other trustees and staff. As such, the document must be owned, monitored, and enforced by Trust Council, and therefore, it is important that all trustees are involved in the development of the Code of Conduct. For this reason, staff continue to recommend that the document go to a Committee of the Whole so that Trust Council members can have a more free-form discussion on the substance of the draft policy, and to make recommendations for changes (additions/deletions/rewording) to the draft policy.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

There are no organizational implications.

FINANCIAL:

There are no financial implications beyond cost of holding an electronic Committee of the Whole meeting.

POLICY:

There are no policy implications.

IMPLEMENTATION/COMMUNICATIONS:

Committee of the Whole meeting would be established and advertised as per meeting procedures bylaw and policy.

FIRST NATIONS RELATIONS:

There are no First Nations Relations implications.

OTHER:

There are no other implications.

4 RELEVANT POLICY(S):

Trust Council Policy 2.1.2 Standards of Conduct

5 ATTACHMENT(S):

1. April 24, 2024 Request for Decision to Executive Committee
2. Draft Code of Conduct

RESPONSE OPTIONS

Recommendation: That Trust Council schedule a Committee of the Whole meeting to discuss the draft Code of Conduct.

Alternative:

1. That Trust Council establish a Select Committee to undertake work on a Code of Conduct and report back to Trust Council.
This option would require election of a Select Committee, establishment of a terms of reference for the Select Committee, and assignment of staff to administer the Select Committee meetings, and to provide subject matter advice. Given the number of committees currently operating for Trust Council, adding more could be a resourcing challenge.
2. That Trust Council assign the Code of Conduct to an existing Standing Committee for its review and recommendations.
The most obvious standing committee is the Governance Committee and it has already considered the Code of Conduct and has recommended the creation of a Select committee to undertake further work.
3. That Trust Council not proceed with updating its Standards of Conduct policy with a new Code of Conduct consistent with Provincial guidelines.
Council already has a Standards of Conduct policy. It is lacking in various areas, such as social media and enforcement to name a few. Trust Council could decide to not amend it and leave it to the next Trust Council to consider beginning in late 2026.

Prepared By:	David Marlor, Director, Legislation and Information Services
Reviewed By/Date:	Interim Chief Administrative Officer/Aug 15, 2024 Executive Committee/Aug 21, 2024

REQUEST FOR DECISION

To: Executive Committee

For the Meeting of: April 24, 2024

From: David Marlor, Director,
Legislative Services

Date Prepared: April 17, 2024

SUBJECT: Code of Conduct

RECOMMENDATION:

THAT the Executive Committee forward the draft Code of Conduct to Trust Council Committee of the Whole in June 2024 for discussion and recommendation to Trust Council.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

Trust Council's Standards of Conduct policy has been amended but is not consistent with updated (2022) guidelines provided by the Province. This recommendation establishes a robust code of conduct to facilitate the efficient operation of Islands Trust decision making bodies.

1 PURPOSE:

To provide the Executive Committee with an overview of the Islands Trust Code of Conduct and how it compares to guidelines provided by the Provincial Government.

2 BACKGROUND:

At its regular meeting on April 12, 2023, the Executive Committee requested 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. The Executive Committee amended this in November 2023 to ask Staff to review against Provincial guidelines and provide recommendation for any amendments.

Islands Trust Code of Conduct

Islands Trust Policy 2.1.2 Standards of Conduct was adopted in December 1997, and was updated June 2000, December 2003, December 2010, December 2017 and November 2021. The policy establishes that ethical principles shall govern conduct of elected trustees and groups them into four categories: Performance of Duties, Organisational Responsibility, Personal Interests, and Meetings. The policy establishes an internal review process.

Provincial Government Guidelines on Code of Conduct

In October 2022, the Working Group on Responsible Conduct, put together jointly by the Local Government Management Association (LGMA), Union of British Columbia Municipalities (UBCM)

and the Province of British Columbia, released a model code of conduct entitled “Getting Started on a Code of Conduct for your Council/Board (the Guide)”.

What is a code of conduct? The guide states that “a code of conduct is a written document that sets shared expectations for conduct or behaviour”, and that “responsible conduct of elected official is not optional; it is essential to good governance”.

The model code of conduct reflect foundational principles of integrity, respect, accountability and leadership and collaboration. For each, it provides model conduct that reflects the foundational principle. The Guide also indicates that local governments may: add examples of specific behaviour to further elaborate the standards of conduct; add additional standards that address specific topics important to the local government; and include provisions to support compliance, such as a complaint and resolution process.

Staff has review the existing Standards of Conduct against the model code of conduct and has concluded that the current standards of conduct could do with an update to bring them in line with the recommended model code of conduct.

Attached is a revised draft code of conduct for consideration by the Executive Committee and Trust Council. This code of conduct applies to all elected trustees and appointed members of the Islands Trust Conservancy Board. Staff has added in the foundational principles and conduct that exemplifies that behaviour at the start, followed by specific codes of conduct covering personal interests, conduct in meetings, collection and handling of information, interactions with staff and advisory bodies, use of social media, and interactions with public and media.

Staff has revised the enforcement process to make it clear that the Chair and CAO are not adjudicating the dispute, but are only there to ensure a process is followed. Complaints under this policy, as per the model, are only permitted from staff, trustees or Islands Trust Conservancy Board appointees.

There is no mechanism for public complaints under this policy. Public complaints regarding trustees are dealt with under the Trust Council’s Handling of Administrative Fairness Complaints Policy.

The Guide recommends that Council owns the code of conduct, as it is essential for the success of adhering to the code. This may be obtained by allowing Trust Council initially time to review and comment on the code of conduct, discuss the code of conduct in a Committee of the Whole meeting, before finally adopting it as policy. Beyond that, the policy’s foundational principles, and the behaviours should be front and centre on every agenda or meeting. Inclusion of a session on the code of conduct during new term orientation, and a commitment by Trust Council to hold learning sessions on good conduct behaviours throughout the term is another means to ensure ownership and understanding of the code of conduct.

The draft has the following changes:

- **Policy Name** - changed from “Standards of Conduct” to “Code of Conduct”
- **Section A** – from existing policy with minor edits
- **Section B** - definitions added for “Confidential Information”, “Member”, “Officer”, “Personal Information”, “Staff”, and “Trust Body”.
- **Section C Introduction** – NEW – adapted from the Guide
- **Section D Scope** – NEW – adapted from the Guide
- **Section E Foundational Principles of Responsible Conduct** – NEW – adapted from the Guide
- **Sections F.1 Integrity, F.2 Respect, F.3 Accountability and F.4 Leadership and Collaboration** – NEW – adapted from the Guide.
- **Section F.5 Personal Interest** – from existing policy with some edits
- **Section F.6 Meetings** – from existing policy with some edits

- **Sections F.7 Collection and Handling of Information, and F.8 Staff and Advisory Bodies** – an amalgamation of some existing policies with mostly new language adapted from District of Saanich and other municipalities’ codes of conduct.
- **Section F.9 Social Media** – NEW – adapted from other local municipalities codes of conduct.
- **Section F.10 Public and Media** – NEW – adapted from District of Saanich code of conduct.
- **Section G Enforcement** – NEW – adapted from District of Saanich code of conduct.

Recommended Process:

- **April 2024** – review by Executive Committee and forward to Trust Council Committee of the Whole.
- **June 2024** – Trust Council Committee of the Whole reviews and makes recommendations to Trust Council. Staff to revise policy based on Committee of the Whole discussion.
- **September 2024**– Trust Council to consider adoption of amended Code of Conduct Policy.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

No organizational implications

FINANCIAL:

No financial implications

POLICY:

Revised Code of Conduct policy.

IMPLEMENTATION/COMMUNICATIONS:

Placed on next Trust Council Committee of the Whole agenda. No other communications required at this stage.

FIRST NATIONS:

No First Nations implications.

OTHER:

No other implications.

4 RELEVANT POLICY(S):

Trust Council Policy 2.1.2 Standards of Conduct

5 ATTACHMENT(S):

Draft revised Trust Council Policy 2.1.2 Code of Conduct

RESPONSE OPTIONS

Recommendation:

THAT the Executive Committee forward the draft Code of Conduct to Trust Council Committee of the Whole in June 2024 for discussion and recommendation to Trust Council.

Alternative:

The Executive Committee may request Staff to edit the draft Code of Conduct before sending to Trust Council Committee of the Whole for discussion.

Prepared By: David Marlor, Director, Legislative Services

Reviewed By/Date:

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Policy:	2.1.2
Approved By:	Trust Council
Approval Date:	1992-09-12
Amendment Date(s):	1997-12-06 2000-06-17 2003-12-05 2010-12-08 2017-12-06 2021-11-30 2024-__-__
Policy Holder:	Chief Administrative Officer

CODE OF CONDUCT

A. Purpose:

Elected trustees, and Islands Trust Conservancy Board appointees, by their declaration, are obliged to execute the duties of their office. The purpose of this policy is to set minimum standards of conduct to guide elected officials and appointed board members in carrying out their duties to ensure: impartial and equal service to all, faithful discharge of their duties without fear or favour, and democratic processes which are duly responsible to the public and which foster public confidence in the Islands Trust's integrity. These standards are in addition to those established in provincial law.

B. Definitions:

Confidential Information includes information that could reasonably harm the interests of individuals or organizations, including the Islands Trust, if disclosed to persons who are not authorized to access the information, as well as information to which section 117 of the *Community Charter* applies.

Member means a trustee and a person appointed to the Islands Trust Conservancy Board by the Provincial Government.

Officer means a member of staff designated as an officer under s.17 of the *Islands Trust Act*, and includes deputy officers.

Personal Information has the same meaning as in the *Freedom of Information and Protection of Privacy Act*.

Staff means an employee or contract employee of the Islands Trust, and includes staff that supports advisory bodies.

Trust Body means any one or more of Trust Council, Executive Committee, local trust committees, and the Islands Trust Conservancy Board, all as defined in the *Islands Trust Act*.

Trustee means local trustees and municipal trustees as defined in the *Islands Trust Act*.

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C. Introduction:

- C.1. We recognize that responsible conduct is essential to providing good governance for the Islands Trust.
- C.2. We further recognize that responsible conduct is based on the foundational principles of integrity, accountability, respect, and leadership and collaboration.
- C.3. In order to fulfill our obligations and discharge our duties, we are required to conduct ourselves to the highest ethical standards by being an active participant in ensuring that these foundational principles, and the standards of conduct set out below, are followed in all of our dealings with every person, including those with other members, staff, and the public.

D. Scope:

- D.1. This code of conduct applies to the members of Trust Council, local trust committees, and Islands Trust Conservancy Board. It is each member's individual responsibility to uphold both the letter and the spirit of this code of conduct in their dealings with other members, staff, and the public.
- D.2. Members must conduct themselves in accordance with the law. This code of conduct is intended to be developed, interpreted and applied by members in a manner that is consistent with all applicable federal and provincial laws, as well as the bylaws and policies of the Trust Bodies, the common law and any other legal obligations which apply to members individually or as a collective council, committee or board.

E. Foundational Principles of Responsible Conduct:

- E.1. **Integrity** – means conducting oneself honestly and ethically.
- E.2. **Respect** – means valuing the perspectives, wishes, and rights of others.
- E.3. **Accountability** – means an obligation and willingness to accept responsibility or to account for one's actions.
- E.4. **Leadership and Collaboration** – means an ability to lead, listen to, and positively influence others; it also means coming together to create or meet a common goal through collective efforts.

F. Standards of Conduct:

- F.1. **Integrity:** Integrity is demonstrated by the following conduct:
 - F.1.1. Members will be open and truthful in all local government dealings, while protecting confidentiality where necessary.

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- F.1.2. Members will behave in a manner that promotes public confidence, including actively avoiding any perceptions of conflicts of interest, improper use of office, or unethical conduct.
- F.1.3. Members will act in the best interest of the public and community.
- F.1.4. Members will ensure actions are consistent with the shared principles, values, policies, and bylaws collectively agreed to by the council or board.
- F.1.5. Members will demonstrate the same ethical principles during both meetings that are open and closed to the public.
- F.1.6. Members will express sincerity when correcting or apologizing for any errors or mistakes made while carrying out official duties.

F.2. **Respect:** Respect is demonstrated through the following conduct:

- F.2.1. Members will treat elected officials, staff, and the public with dignity, understanding, and respect.
- F.2.2. Members will acknowledge that people's beliefs, values, ideas, and contributions add diverse perspectives.
- F.2.3. Members will create an environment of trust, including displaying awareness and sensitivity around comments and language that may be perceived as offensive or derogatory.
- F.2.4. Members will refrain from any form of discriminatory conduct against another elected official, staff, or the public.
- F.2.5. Members will honour the offices of local government and fulfill the obligations of Chair and trustees dutifully.
- F.2.6. Members will recognize and value the distinct roles and responsibilities of local government staff.
- F.2.7. Members will call for and expect respect from the community towards elected officials and staff.
- F.2.8. Members will ensure that public statements and social media posts that concern other elected officials, staff, and the public are respectful.

F.3. **Accountability:** Accountability is demonstrated through the following conduct:

- F.3.1. Members will be transparent about how they carry out their duties and how council, committees and the Islands Trust Conservancy Board conducts business.

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- F.3.2. Members will ensure any information and decision-making processes are accessible to the public while protecting confidentiality where necessary.
- F.3.3. Members will correct any mistakes or errors in a timely and transparent manner.
- F.3.4. Members will accept and uphold that the council, committees and the Islands Trust Conservancy Board are collectively accountable for local government decisions, and that individual elected officials are responsible and accountable for their behaviour and individual decisions.
- F.3.5. Members will listen to and consider the opinions and needs of the community in all decision making and allow for public discourse and feedback.
- F.3.6. Members will act in accordance with the law, which includes, but is not limited to, the statutes, bylaws, and policies that govern local government.
- F.4. **Leadership and Collaboration:** Leadership and collaboration is demonstrated through the following conduct:
 - F.4.1. Members will demonstrate behaviour that builds public confidence and trust in the Islands Trust.
 - F.4.2. Members will provide considered direction on Islands Trust policies and support colleagues and staff to do the same.
 - F.4.3. Members will educate colleagues and staff on the harmful impacts of discriminatory conduct, and take action to prevent this type of conduct from reoccurring if necessary.
 - F.4.4. Members will create space for open expression by others, take responsibility for one's own actions and reactions, and accept the decisions of the majority.
 - F.4.5. Members will advocate for shared decision-making and actively work with other members, staff, the public, and other stakeholders to achieve common goals.
 - F.4.6. Members will foster positive working relationships between members, staff, and the public.
 - F.4.7. Members will commit to building mutually beneficial working relationships with First Nations with interest in the Islands Trust Area to further advance reconciliation efforts.
 - F.4.8. Members will positively influence others to adhere to the foundational principles of responsible conduct in all Islands Trust dealings.
- F.5. **Conduct Related to Personal Interests:**

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- F.5.1. Members will avoid lobbying activities toward any Trust body for personal interests or profit and/or for any other person.
- F.5.2. Members will declare to the relevant chair and/or Chief Administrative Officer their direct or indirect interest or the known interests of any close relatives in any enterprise that proposes to transact business with the Islands Trust.
- F.5.3. Members will declare their interest, direct or indirect, or the known interests of any close relatives in any property that is subject to an application to the Islands Trust, to the Executive Committee.
- F.5.4. Members will avoid situations, related to their duties, which could result in securing special privileges, favours or exemptions for themselves, or any other person.
- F.5.5. Members will not commit organizational resources of any kind for activities that are not directly related to the official business of the Islands Trust.
- F.5.6. Members will not undertake election campaign related activities on Islands Trust property unless specifically organized by the Islands Trust (i.e. candidate procedures, all candidate orientation, etc.).
- F.5.7. Members will not request or use any Islands Trust resources or property for election campaign work including staff time, equipment such as photocopiers and computers, supplies, facilities or email lists, etc.
- F.6. **Conduct in Meetings:**
 - F.6.1. Members must prepare for and regularly attend meetings of trust bodies to which they have been elected or appointed. Members have an obligation to attend meetings and the expectation is that members will attend meetings for the duration of the meeting, unless they notify the chair of the trust body that they are ill or have compelling reasons which prevent them from attending. Section 125(5) of the Community Charter [unexcused absence from council meetings] applies to members.
 - F.6.2. Members will recognize the importance of the role of the chair of meetings, and treat that person with respect at all times.
 - F.6.3. During meetings, members shall listen courteously and attentively to all discussions before the body, and focus on the issues and facts.

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- F.6.4. The diverse perspectives of each member, as they reflect the interest of their own communities, will be respected.
- F.6.5. When making decisions, members must consider all relevant facts, opinions, debate and analyses of which they should be reasonably aware.
- F.6.6. Disagreements will be seen as a natural part of Council, committee and board work. Such disagreements will not be taken personally, nor made personal.
- F.6.7. Members can expect courteous behaviour from each other. Members shall not interrupt other speakers, make personal comments or comments not germane to the business of the body, or otherwise disturb a meeting. Meetings shall provide an environment for transparent and healthy debate on matters requiring deliberation by the trust body.
- F.6.8. When speaking publicly and at trust body meetings, members shall avoid inflammatory language. They are expected to speak in an objective manner.

F.7. Conduct in Collection and Handling of Information:

- F.7.1. Members must collect and use personal information in accordance with *Freedom of Information and Protection of Privacy Act* legislation and policies and guidelines regarding protection of privacy as established by the Islands Trust Council.
- F.7.2. Members must protect information that is specifically marked confidential, that is personal information and other material identified or understood to be confidential in nature.
- F.7.3. Members must refrain from discussing or disclosing any confidential information with persons outside the organization except as authorized.
- F.7.4. Members must refrain from discussing or disclosing any personal information with or to other members, officials, Staff, or with persons outside the organization except in a manner consistent with the duty to protect personal information under the *Freedom of Information and Protection of Privacy Act*.
- F.7.5. Members must take reasonable care to prevent the examination of confidential material or access to personal information by unauthorized individuals.
- F.7.6. Members must not use confidential information except for the purpose for which it is intended to be used.

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- F.7.7. Members must only release information in accordance with established Islands Trust policies and procedures and in compliance with the *Freedom of Information and Protection of Privacy Act* (British Columbia).
- F.7.8. Members must not disclose decisions, resolutions or report contents forming part of the agenda for or from an in-camera meeting until a corporate decision has been made for the information to become public.
- F.7.9. No members shall disclose or release to the public, confidential information acquired by virtue of their office, in either oral or written form except when required by law or authorized by the relevant Trust Body to do so.
- F.7.10. No members shall disclose the substance of deliberations of an in-camera meeting or details of in-camera deliberations or specific details on whether individual members voted for or against an issue, until the relevant Trust Body discusses the information at a meeting that is open to the public or releases the information to the public.
- F.7.11. When dealing with personal information, members must comply fully with the provisions of the *Freedom of Information and Protection of Privacy Act*. All reasonable and necessary measures must be taken to ensure that the personal or private business information of individuals is protected. Personal information includes information or an opinion about a person whose identity is apparent, or can be determined from the information or opinion.

F.8. Conduct in Interactions with Staff and Advisory Bodies:

- F.8.1. Members are to contact staff according to the procedures authorized by Trust Council and/or the Chief Administrative Officer regarding the interaction of trustees, board members and staff.
- F.8.2. Members are to direct enquiries regarding Trust Council or Trust-wide issues or questions to the Chief Administrative Officer or the Director of the appropriate department and refrain from contacting other staff without first discussing the issue with the relevant Director.
- F.8.3. Members are to direct enquiries regarding local trust committee business or issues to the Director, Planning Services, to the appropriate Regional Planning Manager, or to the designated Island Planner, and must refrain from contacting other staff without first discussing the issue with the Director, Regional Planning Manager or Island Planner.

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- F.8.4. Members are not to issue instructions to any of the Islands Trust's contractors, tenderers, consultants or other service providers.
- F.8.5. Members must not make public statements attacking or disparaging staff or advisory body members and shall show respect for the professional capacities of staff. Members must not involve staff in matters for political purposes.
- F.8.6. Members must not publish or report information or make statements attacking or reflecting negatively on staff or advisory body members except to the Chief Administrative Officer as appropriate to bring a complaint to the attention of the Chief Administrative Officer for follow up.
- F.8.7. Significant information provided to any member of a Trust Body, which is likely to be used in a meeting or in political debate, should also be provided to all other members of the relevant Trust Body, and to the Chief Administrative Officer.
- F.8.8. Members must treat the public, other members, advisory body members and staff appropriately, and without bullying, abuse or intimidation in order to preserve a workplace free from harassment.

F.9. Conduct in Use of Social Media:

- F.9.1. It is not the role of members to report directly on Islands Trust related business. Members will use caution in reporting decision-making by way of their social media profiles and websites ensuring that any material they publish is accurate, precise and communicates the intent of the relevant Trust Body.
- F.9.2. Members will include an "in my opinion", or similar disclaimer, either within the banner of their individual social media site(s) or separately when making follow-up posts to the Islands Trust social media postings and when creating original posts pertaining to Islands Trust related business. (Sample Disclaimer – "Opinions expressed are my own and do not reflect the view or opinions of the [Islands Trust Council] [Islands Trust Conservancy Board] [____ Island Local Trust Committee]").
- F.9.3. Members will refrain from using or permitting use of their social media accounts for purposes that include generating or recirculating:
- defamatory remarks, obscenities, profane language or sexual content;
 - negative statements disparaging other members of a Trust Body;
 - negative statements disparaging staff or calling into question the professional capabilities of staff;

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- content that endorses, promotes, or perpetuates discrimination or mistreatment on the basis of race, religion or belief, age, gender, marital status, national origin, physical or mental disability or sexual orientation;
- statements that indicate an actual attitudinal bias in relation to a matter that is to be the subject of a statutory or other public hearing;
- promotion of illegal activity; and
- information that may compromise the safety or security of the public or public systems.

F.9.4. Members must regularly monitor their social media accounts and immediately take measures to remove messages or postings by others that violate this Code of Conduct.

F.10. Interactions with the Public and the Media:

- F.10.1. Members will accurately communicate the decisions of the relevant Trust Body, even if they disagree with the majority decision, and by so doing affirm the respect for and integrity in the decision-making processes of Council.
- F.10.2. When discussing the fact that they did not support a decision, or voted against the decision, or that another member did not support a decision or voted against a decision, a member will refrain from making disparaging comments about other members or about the relevant Trust Body's processes and decisions.

G. Enforcement Process:

This section is for internal use only. Members and staff within the Islands Trust can use this section to lodge a complaint against a member in relation to their own interactions with that member.

- G.1. Council officials are to abide by the requirements of the *Community Charter* and this Code of Conduct, and shall endeavour to resolve interpersonal disputes in good faith, recognizing that interpersonal rancour does not facilitate good governance.
- G.2. Alleged breaches of this Code of Conduct by members shall be submitted in a written complaint addressed to the Trust Council Chair and the Chief Administrative Officer within six (6) months of the last alleged breach. In the event that the Chair is the subject of, is in a conflict of interest related to the complaint or is implicated in the complaint, the complaint shall be addressed to the a Vice-Chair unless that individual is the subject of, or implicated in the complaint. In the event that the Chief Administrative Officer is the

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subject of, is in a conflict of interest related to the complaint or is implicated in the complaint, the complaint shall be addressed to the Director, Legislative Services unless that individual is the subject of or implicated in the complaint.

- G.3. Upon receipt of a complaint under section G.2 the Chair or designated Vice-Chair, and the Chief Administrative Officer or designate (Director, Legislative Services) shall review the Policy and the details of the alleged breach. The role of the Chair and Chief Administrative Officer (or designates) is to be the keeper of the process, not to adjudicate the complaint. Their role is to facilitate and seek a mutually beneficial resolution between the parties. Information from both parties should be obtained, reviewed and options for resolution canvassed. There is no ability for the Chair / Chief Administrative Officer or designates to give advice about the processing or quality of resolution of the complaint.
- G.4. The parties may come to an informal agreement on a resolution, which may include:
- dismissal of the complaint; or
 - public censure of the member for misbehaviour or a breach of this Code of Conduct;
 - a recommendation that a member apologize to any person adversely affected by a breach of this Code of Conduct;
 - counselling of a member; and/or
 - such other recommendations as are deemed appropriate by the parties.
- G.5. If the situation is not able to be resolved through the informal process within thirty (30) days, the Chair and the Chief Administrative Officer or designates will work to appoint an independent third party. Numerous third party investigators will be identified. The Complainant(s) and Respondent(s) will be provided with the resumes of the identified parties. The Complainant(s) and Respondent(s) have the ability to agree or disagree that the proposed parties have the necessary professional skills, knowledge and experience to investigate the complaint (the "Third Party Investigator"). The Complainant(s) and Respondent(s) will notify the Chair and Chief Administrative Officer or designate if they have a conflict of interest with any of the proposed Third Party Investigators. The Third Party Investigators will then be contacted and the individual with the next available opening in their schedule will be appointed to the matter.
- G.6. If the parties cannot agree on the choice of investigator, a nominee of the Complainant(s) and the Respondent(s) shall jointly select a suitable Third Party Investigator.
- G.7. If the Complainant(s) or Respondent(s) refuse to participate in a formal investigation, the investigation may continue without that individuals' participation. The Third Party Investigator will make their determination based on the information they are provided.

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Not participating in the processes as outlined in sections G.4G.5 and G.6 may also be considered grounds for a complaint under the policy.

G.8. Throughout both the informal or formal investigation, either party can have legal counsel present to assist them. This legal counsel will be required to follow any rules of in-camera or procedural bylaw process that are applicable.

G.9. As confidentiality is key, information provided to the Respondent(s) will be limited to the written complaint completed by the Complainant.

G.10. The Third Party Investigator:

G.10.1. May conduct a preliminary assessment of the complaint, at the conclusion of which the investigator may determine to continue the investigation or make a written recommendation that the complaint be dismissed as unfounded, beyond jurisdiction or unlikely to succeed; if the Third Party Investigator determines to continue the complaint, the Third Party Investigator shall:

G.10.1.1. Conduct an independent and impartial investigation of the complaint in a manner that is fair, timely, confidential and otherwise accords with the principles of due process and natural justice.

G.10.1.2. Provide an investigation update, within ninety (90) days of his or her appointment, to the Chair and the Chief Administrative Officer or designates, as applicable, and to the Complainant and the Respondent.

G.10.1.3. Provide a written, confidential report (the "Report") of the findings of the investigation, including findings as to whether there has been a breach of this Code of Conduct, to the Chair and the Chief Administrative Officer or designates, as applicable.

G.10.1.4. Provide recommendations regarding if a copy of or selected sections of the final Report should be provided to the Complainant and the Respondent.

G.10.1.5. Provide recommendations in the Report as to the appropriate resolution of the complaint, which recommendations may include:

- dismissal of the complaint; or
- public censure of the member for misbehaviour or a breach of this Code of Conduct;

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- a recommendation that a member apologize to any person adversely affected by a breach of this Code of Conduct;
- counselling of a member; and/or
- such other recommendations as are deemed appropriate in the professional judgment of the Third Party Investigator.

G.11. The Chair and the Chief Administrative Officer or designates shall consider whether the Report or an executive summary of the Report should be presented to Trust Council.

G.12. The Director, Legislative Services will receive and retain all reports prepared related to the complaint.

G.13. At the conclusion of the process the Third Party Investigator will destroy all notes that were taken or documents that were provided throughout the process of the investigation.

G.14. Where a member alleges a breach of this Code of Conduct by a fellow member, all members shall refrain from commenting on such allegations at open meetings pending the conclusion of the Report and any decision of Trust Council on the Report.

G.15. Members who retain legal counsel to represent them in proceedings under this section may request in writing that the Islands Trust Council indemnify them for their reasonable costs of representation, subject to limitations in Trust Council Bylaw 145.

G.16. Staff who retain legal counsel to represent themselves in proceedings under this section may request, in writing, reimbursement of reasonable costs from the Islands Trust subject to limitations in Trust Council Bylaw 145.

H. Legislated References:

H.1. Policy and Procedures Manual:

- Statutory Rules of Conduct (2.1.1)
- Governance Principles (2.1.3)

H.2. Local Trust Committee Procedural Bylaw

H.3. Trust Council Procedural Bylaw



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** September 24, 2024
From: Executive Committee **Date Prepared:** July 31, 2024
SUBJECT: Amendment to Policy and Procedures Regarding Delegations to Trust Council

RECOMMENDATION:

That Trust Council request Executive Committee to return to Trust Council with a draft bylaw to amend Trust Council's Meeting Procedure Bylaw 101 that:

1. Requires delegations to specify the action they are asking of Trust Council;
2. Establishes that any Trust Council direction in relation to disposition of delegations will allow time for staff to provide advice;
3. If time is of the essence, Trust Council's direction in relation to disposition of delegations will delegate a response to the Executive Committee or the Trust Council Chair;
4. Establishes approval authority for receipt of delegation and establishes a different deadline for receipt of delegations for matters on the agenda, and such a deadline would need to be after the release of the agenda outline to the public and before the start of the Trust Council meeting;
5. Establishes a maximum number of delegations per meeting and/or time limit for all delegations to maintain the integrity of the published agenda; and
6. Provides clear criteria for rejection of delegations, with a clear appeal process to Trust Council and 2/3 majority vote required of Trust Council to approve a rejected delegation.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

Staff's recommendations are intended to address concerns raised around the handling of delegations to Trust Council, particularly in relation to the timing of delegation submissions and how delegations are disposed. The recommendations are informed by staff's review of the delegation policies of other jurisdictions as well as the history of delegations process at Islands Trust. If Trust Council passes the proposed resolutions, staff will draft a proposed amended bylaw for the Executive Committee's review, with subsequent forwarding to Trust Council for review and approval. Trust Council may amend the list of proposed amendments in the resolution as it sees fit.

1 PURPOSE:

To provide information and recommended updates to Trust Council procedures for receipt of and disposition of delegations to Trust Council meetings.

2 BACKGROUND:

At its regular meeting on May 15, 2024 the Executive Committee passed the following resolution:

EC-2024-060

that Executive Committee request staff to work with Vice-Chair Peterson and Chair Luckham to prepare a request for decision for September Trust Council with options and a recommendation on policy for Disposition of Trust Council Delegations.

At its regular business meeting on July 3, 2024 the Executive Committee passed the following resolution:

EC-2024-081

that Executive Committee requests staff to investigate other local government practices and policies respecting delegations, public comments and presentations to Council, including the Capital Regional District, Regional District of Nanaimo and Cowichan Valley Regional District, for consideration of Trust Council

Islands Trust Bylaws, Policy and Procedures

Bylaw

[Islands Trust Council Bylaw 101 \(Meeting Procedures\)](#) sections 5.8 to 5.10 and 5.12 address petitions and delegations. These sections require that delegation requests be provided in writing at least three weeks prior to the meeting using a prescribed application form. The request must include the name and address of the presenter, subject of the delegation or petition and a complete copy of the presentation material for the record. If a delegation or petitioner miss the above deadline, they may still address Trust Council at the meeting if approved by 2/3 of members present. The subject matter of the delegation or petition must be related to a matter within the jurisdiction of Trust Council. All the above is subject to prior approval by the Executive Committee before the Trust Council meeting. Under Section 5.9, it is the discretion of the Executive Committee on whether or not to give space on the agenda to a delegation or petition.

Under Section 5.12, the maximum time for presentations of a petition or delegation is 10 minutes unless otherwise approved by the Executive Committee prior to the meeting, or by resolution of Trust Council at the meeting.

Trust Council Bylaw 101 defines delegation as follows:

“Delegation” means an individual or group which appears before Trust Council or a Council committee to make a presentation, submit a petition or request for action, or bring Council or a committee up-to-date on a project, new idea or information, or concept, on a topic specified on an “Application Form for Delegations to Address Islands Trust Council or a Council Committee” and which falls within the jurisdiction or activities of Trust Council or one of its committees;

Trust Council Bylaw 101 does not address initiation of other forms of presentations by the public to Trust Council.

Policy and Procedures

[Trust Council Policy 2.2.2 \(Council Meeting Preparation\)](#) establish the process and general timelines for agenda preparation. Section 4.3 indicates that Trust Council will include a reasonable opportunity to hear from members of the public during its quarterly meeting through formal delegations or a “town hall” session.

There is no Trust Council policy that establishes a prescribed form as referenced in Trust Council Bylaw 101, nor is there a prescribed form attached to Bylaw 101. There are no management procedural policies that establish a prescribed form. A delegation application form is included on the Islands Trust website, and while not in any policy or bylaw, it does meet the requirement of being the prescribed form referenced in Trust Council Bylaw 101.

There is no Trust Council policy, nor management operations procedures in relation to acknowledging delegations after they have presented. Management operations procedure A.2.5, dated October 1,

2014, references delegation thank you letters as to who will be carbon copied in such a letter. However, there is no policy requiring thank you letters be sent in response to delegations.

There is no Trust Council policy requiring that “disposition of delegations” be included on the Islands Trust Council agenda.

Other Jurisdictions

As requested by Executive Committee in resolution EC-2024-081 , Staff has reviewed the bylaws and policies (if they are available) in relation to delegations to the Capital Regional District (CRD), Cowichan Valley Regional District (CVRD) and Regional District of Nanaimo (RDN) board meetings.

Capital Regional District

[CRD Bylaw No.3828 \(Capital Regional District Board Procedures Bylaw, 2012\)](#) defines a delegation as an individual or an organization addressing the Board, a committee or commission about a specific item on the agenda of the meeting.

The bylaw allows delegation on items on the agenda, provided that a written application is received by the Corporate Officer on a prescribed form by 4:30 pm two calendar days prior to the meeting.

Delegations are limited to 3 minutes unless longer time is approved by a 2/3 vote of the members present. Where the deadline is missed, a person may address the meeting is approved by unanimous vote of the members present.

The bylaw prohibits delegations in relation to a bylaw where a public hearing has been held, a matter to be dealt with a grievance under a collective agreement or that is within the exclusive mandate of the Greater Victoria Labour Relations Association Board. The bylaw also requires that the subject matter must be within the jurisdiction of the board, and that the Chair may deny a delegation if, in the Chair’s opinion the delegation immoderately raises his or her voice, uses profane, vulgar or offensive language, gestures or signs, or addresses issues not contained within the written application of the delegation.

CRD Bylaw 3828 has a section on presentation that allows, with the Chair’s approval, to invite a person, persons, or organizations to make presentations to the Board. These will then be included on the agenda and limited to 10 minutes, unless longer period is agreed to by a majority vote of the members present.

There is no policy available on line in relation to delegations; however there is an on-line form available for requesting a delegation. The minutes of meetings show that there is no consideration of disposition of delegations on the agenda.

Cowichan Valley Regional District

[CVRD Bylaw No. 2889 \(Regional Board Procedures Bylaw\)](#), Section 17, addresses delegations to the Board. The Bylaw requires that a written application must be received by the Corporate Officer on a prescribed form by 1:30 pm on the Wednesday prior to the meeting. Delegations are limited to 10 minutes unless a longer period is agreed to by a unanimous vote of those members present. The bylaw limits the number of delegations to two per meeting.

If a delegation request misses the deadline, or the limit of two has been reached, the delegations may still address the Board is approved by a unanimous vote of those members present.

The bylaw prohibits delegations in relation to a bylaw where a public hearing has been held. The bylaw also requires that the subject matter must be within the jurisdiction of the board, and that the Corporate Officer may refuse to add a delegation to the agenda if the issue is considered to fall outside the jurisdiction of the Board. If the delegation wishes to appeal the Corporate Officer’s decision, it is then distributed to the Board separately for the Board’s consideration.

There is no policy available on line in relation to delegations; however, there is an on-line form available for requesting a delegation. The minutes of meetings show that there is no consideration of disposition of delegations on the agenda.

Regional District of Nanaimo

[RDN Bylaw No. 1862 \(Regional District of Nanaimo Board Procedures Bylaw No. 1862, 2022\)](#), Section 17, requires that delegations requests be submitted to the Corporate Officer and include the date the delegation wishes to appear, the subject matter, name of the spokesperson, telephone number and email, a specific action being asked of the Board, an executive summary of up to two pages of the presentation for inclusion in the Board's agenda package, and any audio/visual presentations all no later than 24 hours before the meeting scheduled start time.

RDN bylaw allows delegations for items not on the agenda, but those must be received at least seven working days prior to the meeting. These types of delegations are limited to three per meeting.

All delegations are given up to five minutes, unless otherwise determined by the Chair; however additional time is allowed for members to ask questions of clarification.

Disruptive and disrespectful conduct by delegates are prohibited. The bylaw prohibits a delegation appearing more than once to the same item except where they are introducing new material information. Delegations received at least 24 hours prior to the meeting may be considered as a late item and added to the agenda at the start of the meeting by a majority vote of the members present.

The Bylaw permits the Chair to grant others' who are not on the agenda to speak to opportunity to speak if the Chair is satisfied circumstance prevented them from meeting the deadline. The Chair may also grant other person for a group in attendance to address the Board on the delegation subject matter.

The Bylaw prohibits delegations for matters in which a public hearing has been conducted, that are subject to legal proceeding and judgement has not be rendered, on other delegations requests, matter subject to claim for damages, personnel matters and publicly tendered contracts for goods, services and trades.

There is no policy available on line in relation to delegations; however, there is an on-line form available for requesting a delegation. The RDN also maintains a "Guide for Delegations" brochure that explains what a delegation is, how to consider whether you should apply to be a delegation, the process to apply, the formalities during the meeting, requirement of presentations, and contact information. The Bylaw outlines the agenda order, and includes a section on business arising from delegations and correspondence.

Discussion

The following table summarizes the main points established by meeting procedure bylaws for the Islands trust, CRD, CVRD and RDN:

Jurisdiction	Delegation Item on agenda	Delegation Item not on agenda	Delegation Deadline	Delegation Time Limit	Number Delegations	Disposition of Delegations
Islands Trust	Yes**	Yes**	3 weeks	10 min	-	-
CRD	Yes	No	48 hours	3 min	-	-
CVRD	Yes**	Yes**	1 week	10 min	Max of 2	-
RDN	Yes	Yes	● matter on agenda - 24 hours	5 min	-	Yes
			● Not on agenda – 7 days		Max of 3	
** For the Islands Trust and the CVRD, the bylaw is silent on this, so delegations would by default be permitted for items on or off the agenda, provided it falls within the jurisdiction of the Board/Council.						

Deadlines

The CRD only allow delegations for matters on the agenda. The RDN and CVRD allows delegations for matters on the agenda as well as matters not on the agenda, similar to the Islands Trust. The CRD and RDN has a deadline for delegations that is very close to the meeting start time and after the release of the agenda to the public for matters on the agenda. This is presumably to allow the public to review the agenda and then request a delegation on one or more of the matters on the agenda.

The regional district bylaws authorize the Corporate Secretary to add the delegations to the agenda, with rules around how many and how to select, and those that should not be added to the agenda. There is an appeal process to the Board if a person disagrees with the Corporate Secretary's decision not to place a delegation on the agenda.

The Islands Trust meeting procedures bylaw on deadlines has a longer lead-time due to the necessity of all Trust Council agenda items being approved by the Executive Committee.

If Trust Council wanted to allow the public to review the agenda and then request to be a delegation in relation to one or more of the items on the agenda, the bylaw would need to be amended to establish a deadline that is after agenda release and before the start of the meeting. The bylaw or policy would need to be established to handle the approval process for delegations on matters on the agenda, as these would be late items. For this to work Trust Council bylaw 101 could be amended to:

1. Establish a different deadline for delegations for matters on the agenda, and such a deadline would need to be after the release of the agenda to the public and before the start of the Trust Council meeting
2. Establish approval authority and timing for adding delegations regarding matters on the agenda
3. Establish a maximum number and/or time limit for all such delegations to maintain the integrity of the published agenda.
4. Provide clear criteria for rejection of delegation, with a clear appeal process to Trust Council and the type of vote required of Trust Council to approve a rejected delegation (majority vote, 2/3 majority vote or unanimous vote).

Note that while not covered by Trust Council meeting procedures bylaw, Trust council has a practice of allowing for a public input session for those in attendance. This is a first come, first served approach and is subject to time availability. This reduces the need for accepting late delegations regarding matters on the agenda. This approach could be added to the meeting procedures bylaw to make it a more formal part of the agenda, and include some criteria on timing, subject matter and what would not be acceptable.

Time limits

Trust Council permits 10 minutes per delegation and does not establish a maximum number of delegations. Therefore, the Executive Committee, based on the number of delegations received,

determines each meeting time requirements. The Executive Committee has the authority to approve or reject delegations as part of its delegated role of approving Trust Council's agendas.

Trust Council meeting procedures bylaw could be amended to include a limit on the number of delegations permitted. This may be more restrictive and not flexible given that Trust Council only meets four times per year. If Trust Council adds the option of accepting late delegations to allow the public to be a delegate in relation to an item on the agenda, then a limit on the number of these type of delegations should be established to maintain the integrity of the published agenda.

Disposition of Delegations

Only the RDN meeting procedures bylaw addresses disposition of delegations by including that as an agenda item in the bylaw. It appears from reading the minutes that it operates much the way Islands Trust disposition of delegations operates; that is, to request action in relation to a delegation.

The Islands Trust bylaw is silent on disposition of delegations; however, it has been practice to have this item on each Trust Council agenda. As there is no policy to guide Trust Council, the quality of resolutions asking for action in response to a delegation varies. Because Trust Council meets quarterly, there is usually a time limit that cannot wait for staff to provide a report at the next meeting, so often resolutions request action without staff advice.

Trust Council could update the meeting procedure bylaw and add a policy on "disposition of delegations" that:

1. Requires delegations to specify the action they are asking of Trust Council
2. Establishes that resolutions in relation to disposition of delegations will allow time for staff to provide advice
3. If time is of the essence, the resolution will delegate a response to the Executive Committee

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

There are no organizational implications

FINANCIAL:

There are no financial implications

POLICY:

There are no policy implications

IMPLEMENTATION/COMMUNICATIONS:

Staff forward the resolution to the Executive Committee, and work with the Executive Committee in developing draft language for amendments to the meeting procedures bylaw. In doing so, Staff would further consider implications of the options and recommendations.

FIRST NATIONS RELATIONS:

There are no First Nations Relations implications

OTHER:

There are no other implications

4 RELEVANT POLICY(S):

[Meeting Procedures Bylaw 101](#)

[Trust Council Policy 2.2.2 \(Council Meeting Preparation\)](#)

5 ATTACHMENT(S):

None.

RESPONSE Options

Recommendation:

That Trust Council request Executive Committee to recommend amendments to Trust Council's Meeting Procedure Bylaw 101 that:

1. requires delegations to specify the action they are asking of Trust Council;
2. establishes that resolutions in relation to disposition of delegations will allow time for staff to provide advice;
3. if time is of the essence, the resolutions in relation to disposition of delegations will delegate a response to the Executive Committee;
4. establishes approval authority for receipt of delegations and establishes a different deadline for receipt of delegations for matters on the agenda, and such a deadline would need to be after the release of the agenda outline to the public and before the start of the Trust Council meeting;
5. establishes a maximum number and/or time limit for all delegations to maintain the integrity of the published agenda; and
6. provides clear criteria for rejection of delegations, with a clear appeal process to Trust Council and 2/3 majority vote required of Trust Council to approve a rejected delegation.

Alternative:

Trust Council could decide to add, or alter the items recommended by the Executive Committee to be considered in a draft bylaw. This could be done by a resolution to amend the recommendation.

Trust Council could ask that the Governance Committee to consider amendments for delegations in the meeting procedures bylaw as part of the Governance Committee larger discussion on Trust Council meeting procedures and Trust Council policies. Doing so would likely result in a deeper coordinated review of the issues generally, but could take some time given the volume of policies that the Governance Committee would need to consider and prioritize for review.

Prepared By: David Marlor, Director, Legislative and Information Services

Reviewed By/Date: Interim Chief Administrative Officer/September 4, 2024
Executive Committee/September 11, 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:

- ~ **2024/25 Second Quarter Financial Report:** We have completed the September 30, 2024 second quarter financial report which tracks actual financial performance against budget for the first six months of the fiscal year. This report showed that overall Islands Trust is spending largely as expected, at 46% of budget spent in the first half of the year.
- ~ **2024/25 Second Quarter Forecast Report:** The forecasted spending for the current fiscal year has been completed which shows that the Islands Trust is expected to overspend against the approved budget by March 31, 2025, thereby reducing available monies in the General Revenue Surplus fund to offset spending in the draft 2025/26 budget.
- ~ **2025/26 Draft Budget:** The first draft of the budget has been prepared by staff and reviewed by FPC and is now with Trust Council for their first review. Further refinements are expected prior to final submission of the budget to Trust Council in March 2025.

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, cash flow and investment management, assisting staff with procurement processes, and orienting new staff to expense claim submissions, travel policies, and procurement practices.

In addition to work on the quarter two financial statements and preparation of the forecast, the finance team has been heavily supporting the development of the draft 2025/26 budget given the vacancy in the Director of Administrative Services position, assisting with reporting to Financial Planning Committee and Trust Council.

The accounting system used by the Islands Trust finance team has been upgraded to a more current version, ensuring continuity of support for the software. The upgrade is being tested before final implementation.

Finance staff have taken on a new task of supporting the Islands Trust Conservancy (ITC) staff with the tracking of their Opportunity Fund and Restricted Fund transactions. This will free-up some time for the ITC manager, and make internal records more user-friendly for internal or external accountants when preparing the ITC financial statements. Finance has agreed to take on the data entry of bank and investment transactions, and will continue conversations with ITC staff should more support be requested.

Finance continues to be involved in three Trust Council specifically funded operational projects:

1. **Cityview Planning Implementation:** Finance has taken responsibility for monitoring that payments are correctly recorded in the Cityview system, and is reviewing processes for issuing refunds and recording security deposits in the system. Staff have identified the need for a custom Cityview report outlining application processing milestones and related file refund potentials, to support proper accounting under the new revenue recognition accounting standards. Staff are in discussion with planning staff to confirm if this report is best created by Cityview or if it can be accomplished in-house.
2. **Cityview Bylaw module:**
Finance has begun work on review of the Cityview licensing and implementation contract. Finance will be supporting Bylaw staff to develop procedure improvements for tracking bylaw violation notices and associated payments in the new system, and will be overseeing report creation for proper revenue recognition of ticket fees.
3. **Expense Claim System Upgrade:**
Finance has begun testing of the newly developed platform and is currently working with the external contractor on bug fixes. Once testing is completed, the finance team will prepare procedural documents and schedule training for all staff and trustees.

4. PROCUREMENT & CONTRACT ADMINISTRATION

As part of the regular course of business, finance has processed 64 service contract requests and 67 purchase orders so far this fiscal year.

The following procurement processes were advanced in the last quarter, in conjunction with provincial procurement staff:

- ~ Request for Proposal (RFP) for housing needs reports is now complete, with a contractor selected and engaged. Work on this project began October 23, 2024.
- ~ Request for Proposal for a Thetis Island property clean up. This procurement process is complete, a contractor has been engaged, and work will begin in coming weeks. This activity was not budgeted for in the fiscal year but was approved by Executive Committee for action.
- ~ Request for Proposal for the Salt Spring Island OCP amendment and public engagement program. This RFP is being drafted by SSI staff and is expected to be posted in the coming weeks.
- ~ Request for Proposal for contracted tech support for the Information Services team. This procurement process closed, submissions were evaluated and a contract award has been made. A contract is now in the preparation stage. This will ensure continued external tech support to supplement the Islands Trust in-house technology support team.
- ~ Request for Proposal for the Salt Spring Island Office Tennant Improvements was issued. This procurement process closed, submissions were evaluated, a contract award has been made, and the contract is in development. The budget for this project has been increased with approval of the Executive Committee, based on the proposals received in the procurement process.
- ~ Request for Proposal for the Islands Trust Area freshwater footprint Methodology Project was issued. This procurement process closed, and submissions were evaluated.
- ~ Invitation to Quote (ITQ) for NAPTEP Tax Shift work is being prepared and will be published in the coming weeks.

5. 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:

- ~ Anthony Fotino, Island Planner for the Salt Spring Island team has accepted a temporary assignment with the Ministry of Transportation and Infrastructure as a Senior Land Use Planner. We look forward to welcoming Anthony back April 1, 2026.
- ~ Bruce Belcher, Acting Planner 1 for the Salt Spring Island team returned to his base position as Planning Technician for the southern team effective Sept 21, 2024.
- ~ Jackie O'Neil Acting Spatial Data Analyst resigned effective October 31, 2024. We wish Jackie all the best as she embraces life abroad in beautiful Portugal.
- ~ Joan Wandolo, former Planning Co-op student for the southern team returned to accept a temporary appointment as a part time Planning Technician for the northern team for the term September 23, 2024 – December 31, 2024. Welcome back Joan!
- ~ Rueben Bronee, Chief Administrative Officer will be joining the Trust effective November 25, 2024. Rueben was formerly with the BC Public Service Agency, where most recently he has been serving as the Assistant Deputy Minister of Communications, Learning and Engagement. Prior to that, he held the role of Assistant Deputy Minister/Executive Lead for Policy, Innovation and Engagement with the BC Public Service Agency. Overall, Rueben has more than 15 years of leadership experience in the provincial public service. He has been instrumental in the development of the BC Public Service Agency corporate plan, valuable experience which will serve Islands Trust as we adopt our own corporate and strategic planning processes. Rueben has been lauded for building positive workplace culture, developing highly engaged teams, and successfully leading high-profile initiatives. We are excited to have him bring his wealth of experience to Islands Trust.
- ~ Julia Mobbs, Interim Chief Administrative Officer will be returning to her base position of Director, Administrative Services effective December 26, 2024. We thank Julia for the many months of wearing multiple heavy hats and keeping the Islands Trust on a steady course.
- ~ Mike Richards, Grants Manager for the Trust Area Services team will be retiring from the position effective Feb 7, 2025. Mike will remain working part time in his position of Strategic Fund Development Specialist for the Islands Trust Conservancy.
- ~ Milad Panahifar, auxiliary Planner 1 for the Salt Spring Island team has been extended in his position until March 14, 2025.

We are currently in the process of hiring for several vacant, soon-to-be-vacant, and/or new positions:

- ~ GIS Coordinator reposting: We are currently in the testing process for this competition.
- ~ Manager, Finance and Accounting: We are currently in the resume screening process for this competition.
- ~ Program Coordinator reposting: We are currently in the testing process for this competition.
- ~ Biologist: We are in the process of scheduling interviews. This newly created position will be reporting to the Director of Planning Services.
- ~ Islands Trust Conservancy Manager – this temporary opportunity is currently in the testing process for this competition.
- ~ Island Planner: this temporary opportunity for the Salt Spring Island team is currently in the testing process.

- ~ Policy Analyst: this temporary opportunity for the Trust Area Services team will be posted soon.
- ~ Grants Manager: this position for the Trust Area Services team will be posted soon.
- ~ Team Lead, Protective Area Management – we are preparing to post this newly created position which will be part of the Islands Trust Conservancy team.

Our fall All Staff Meeting was held virtually on October 2, 2024. Clare Frater, Director, Trust Area Services filling in for Interim CAO Mobbs, provided staff with updates on Trust Council, staff arrivals and departures, and presented staff awards and recognition for the previous quarter. First on the agenda was a presentation on Reconciliation – presented by Clare Frater. Chris Hutton, Regional Planning Manager for the Salt Spring office provide an update on the Salt Spring office move. Jason Youmans, Senior Policy Advisor provided an update on the Policy Statement. Morgana van Niekerk, Communications Specialist joined Clare Frater to give an update on all things Communications. Later that morning Emily Bryant, Planning Team Assistant for the southern team provided an update on Cityview. Nancy Rogers, Finance Officer provided information on the new expense claim form that is being developed. Lastly, Jeffrey Lloyd, Senior Technical Analyst provided staff with information on various software updates which included: Microsoft 11, CRM, File Sharing and eScribe.

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 focused on the following:

- ~ Work continues on updating our Emergency Response plans for all offices.
- ~ The Committee is reviewing the Communicable Disease Plan to see if any updates are required.
- ~ The Committee reviewed the electronic filing structure of health and safety documents and provided recommendations to Robert Barlow, Legislative Services Clerk.
- ~ The Committee is investigating whether we should eliminate the use of the older GPS tracking SPOT device and bring everyone over to the bivy stick technology. Users of both devices are being contacted for their feedback. Once feedback has been received a recommendation will be made to the management team for their consideration.
- ~ New WorkSafeBC [first aid regulations](#) came into effect November 1, 2024. These new requirements apply to all BC Public Service workplaces, including Islands Trust. We are happy to report that Islands Trust has completed the new First Aid Assessment report and we are fully in compliance with these new regulations.
- ~ The Committee continues to receive updates on the activities associated with Islands Trust's obligations under the [Accessible BC Act](#).
- ~ Information was shared with staff regarding the launch of B.C.'s [Opioid Treatment Access Line](#). This will make it faster and easier for people to get life-saving medication to treat opioid-use disorder and get connected to same-day care.
- ~ The Great British Columbia ShakeOut earthquake drill took place on October 17, 2024 at 10:17am. The Committee organized an organization wide drill to be held on that date. The following resources were shared with staff: [Early Warning Earthquake system](#), [PreparedBC's](#) earthquake preparedness webpage, information on [emergency kits](#) and [emergency plans](#).

The Provincial Employees Community Services Fund ([PECSF](#)) campaign launched September 24, 2024. Information was shared with staff on this charitable workplace giving program. This year, PECSF celebrates its 59th year of employee-driven charitable giving! To date, over \$55 million has been donated to charities in communities throughout the province.

October was [Global Diversity Awareness Month](#) which celebrates the ways our different ethnicities, cultures, heritages, experiences, abilities and other attributes contribute to a diverse, dynamic and innovative BC Public Service. Resources were shared with staff to learn about some of the observance days our colleagues celebrate.

Resources were shared with staff regarding the [Poppy Campaign](#), also known as the Remembrance period which runs from October 27 until Remembrance Day on November 11th. During this period information was also shared regarding [National Indigenous Veterans Day](#).

Islands Trust Staff Work Environment Survey – the final edits are underway and we anticipate circulation in the next few weeks. The survey is intended to measure the health of the work environment within Islands Trust. Information is gathered about the work environment, issues employees identify as important and areas needing improvement with the goal of understanding and improving employee engagement.

BRIEFING

To:	Trust Council	For the Meeting of:	December 3, 2024
From:	Financial Planning Committee	Date Prepared:	November 14, 2024
SUBJECT:	Financial Forecast to March 31, 2025		

PURPOSE:

To provide Trust Council with an overview of forecasted financial performance to the end of the current fiscal year, to support their responsibility for financial management oversight.

BACKGROUND:

The forecasted financial results for March 31, 2025 have been prepared based on actual financial performance to September 30, 2024 plus estimates of forecasted spending for the remainder of the fiscal year.

DESCRIPTION	Approved	6 months to	Forecast to	Forecast
	Annual 2024/25 Budget	September 30, 2024	March 31, 2025	Over (Under) Budget
TOTAL REVENUE	10,315,719	9,568,178	10,301,000	(14,719)
Operating Expenses	9,873,682	4,860,313	10,017,000	143,318
Capital Expenses	346,700	98,980	403,000	56,300
Project Expenses	982,837	181,489	807,000	(175,837)
TOTAL EXPENDITURES	11,203,219	5,140,782	11,227,000	23,781
SURPLUS (SHORTFALL)	(887,500)	4,427,396	(926,000)	(38,500)
<u>Funded by:</u>				
Changes in amounts invested in TCA	224,000	43,306	215,000	(9,000)
Transfer from (to) Gen Rev Surplus Fund	371,500	(4,540,739)	511,000	139,500
Transfer from (to) LTC Project Reserve Fund	219,000	70,037	200,000	(19,000)
Transfer from (to) Special Property Tax Reserve Fund	73,000	-	-	(73,000)
Net unfunded	(0)	-	-	0

SUMMARY:

The forecast to March 31, 2025 reflects a projected annual shortfall of \$926,000 which is higher than the approved budgeted shortfall of \$887,500.

Total revenue is forecasted lower than budget primarily due to decreased application fee revenue and lower than expected investment income. Application fees are lower primarily due to implementation of the new accounting standard impacting the timing of revenue recognition associated with application fees. Specifically, fees revenue is recorded when milestones in processing applications are completed, as opposed to when fees are received by Islands Trust. Investment income is lower due to decreases in interest rates. These decreases are partially offset by increases in the following areas:

- ~ The Complete Communities grant to the Salt Spring Island (SSI) Local Trust Committee (LTC) was budgeted at less than the full amount of the grant as approximately \$25,000 of the grant and related expenditures was expected to occur in the prior fiscal year;
- ~ A newly awarded provincial grant of \$8,000 to fund local government advancement of biodiversity conservation on private land.

Operating expenses are forecasted higher than budgeted due primarily to overspending on legal costs. Trust Council's approved budget intentionally approved reduced legal budgets with the understanding that overages would be funded by surplus. This was a move to reduce tax increases in the Trust Area.

Capital spending is forecasted higher than budgeted due primarily to Executive Committee approval to provide an additional \$56,000 in funding for the Salt Spring Island office renovation.

Project spending is forecasted lower than budget due primarily to staff vacancies in the Salt Spring Island office where projects have been unable to advance as quickly as expected.

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 \$15,000 lower than budgeted due to:

- Application Fees – forecasted at \$110,000 (40%) lower than budget due to implementation of the new accounting standard impacting the timing of revenue recognition associated with application fees. Specifically, fees revenue is recorded when milestones in processing applications are completed, as opposed to when fees are received by Islands Trust.
- The Complete Communities grant to the Salt Spring Island (SSI) Local Trust Committee (LTC) was budgeted at less than the full amount of the grant as approximately \$25,000 of the total grant and related expenditures was expected to occur in the prior fiscal year but did not.

Revenue from 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 for the Local Government Development Approvals Program forecasted to be \$53,000 (100%) higher than budget as eligible grant spending relating to the completion of this project did not take place until the beginning of this fiscal year where it was originally budgeted and forecasted for completion in the prior fiscal year.

- Provincial Grant Income for the Healthy Watersheds initiative forecasted to be \$16,000 (100%) higher than budget as eligible grant spending relating to the completion of this project did not take place until this fiscal year.
- Contingent grants – Projects 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 \$8,000 for the fiscal year

EXPENDITURES:

Total expenditures are forecasted to be \$24,000 higher than budget.

Significant areas of underspending and overspending by expense type include:

- Contracted Temporary Staffing – forecasted overspending of \$7,000 (35%). This budget line is intended to record spending on contracted human resources to backfill staff positions. Forecasted spending consists of the following:
 - \$5,000 for temporary policy advisor that did work earlier this fiscal year.
 - \$20,000 for a hired consultant to implement the ITC property management software.
 - \$2,000 for a hired consultant to assist with the hiring competition for the Senior Technical Analyst (IS Manager).
- Professional Consultant Fees – forecasted overspending of \$8,000 (100%). This is for the contractor who led the strategic planning session for Trust Council and was not included in the TC meeting budget.
- Property Management – forecasted underspending of \$16,000 (10%) where some property management work will not be completed due to lack of staff capacity.
- Conservation Planning & Land Securement – forecasted underspending of \$12,000 (44%) where there has been a reduction in the number of property donations and required covenants and where ITC is not currently pursuing any land acquisitions that would require funds for securement.
- ITC Ecosystem Mapping - forecasted overspending of \$13,000 (100%) for mapping software work that was originally anticipated to be done by staff, but for which a contractor was necessary.
- Legal – the total forecasted overspending for all legal expense categories \$208,000 (98%), including spending on general legal advice, bylaw enforcement litigation, and litigation defense. Trust Council's approved budget intentionally approved reduced legal budgets with the understanding that overages would be funded by surplus. This was a move to reduce tax increases in the Trust Area. A breakdown of the forecasted spending by category is as follows:
 - ~ General Legal expense – forecasted to come in under budget by \$28,000 (29%) primarily due to anticipated underspending by LTCs for legal opinions.
 - ~ Bylaw Enforcement Litigation – forecasted overspending of \$145,000 (192%) primarily due to unanticipated legal costs for ongoing cases on Salt Spring Island and a court ordered property clean up on Thetis Island.
 - ~ Litigation Defence – forecasted overspending of \$91,000 (218%) primarily due to unanticipated legal costs for ongoing cases on Gabriola Island, Galiano Island and Salt Spring Island.
- Salaries and Benefits – forecasted underspending totaling \$43,000 (2%) due to the following staff vacancies:

- ~ Program Coordinator – forecasted vacant for 9 months (\$53,000)
- ~ Islands Trust Conservancy Manager of Property Management – forecasted vacant for 3.5 months (\$26,000)
- ~ Island Planner, Salt Spring office – forecasted vacant for 5.5 months (\$60,000)
- ~ Office Administrative Assistant, Salt Spring office – forecasted vacant for 3 months (\$11,000)
- ~ Biologist reporting to the Director of Planning – forecasted vacant for 3 months (\$19,000)
- ~ Director of Administrative Services – forecasted vacant for 5 months (\$62,000)
- ~ Manager of Accounting and Finance – forecasted vacant for 9 months (\$83,000)
- ~ Senior Technical Analyst – forecasted vacant for 3.5 months (\$22,000)

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 (\$20,000)
 - ~ Bylaw Enforcement staff overtime (\$15,000)
 - ~ Planners in Victoria office staff overtime (\$18,000)
 - ~ Higher than budget salary for the Executive Administrative Assistant and Executive Coordinator positions. (\$21,000)
 - ~ one additional part-time temporary Island Planner working for the Victoria office and Regional Planning Committee (\$37,000)
 - ~ Chief Administrative Officer where new CAO salary is higher than the outgoing CAO (\$32,000)
 - ~ Excluded staff increases at higher than budget and unused vacation payouts (\$43,000)
- Travel – forecasted overspending of \$9,000 (11%) due to higher than anticipated costs of water taxis and accommodations for Islands Trust Conservancy property management and bylaw enforcement staff travel.
 - Salt Spring Island Office Move overspending of \$56,000 (35%) where Executive Committee has passed a resolution approving additional funding for this project.
 - Projects - forecasted underspending totals \$175,000 (18%) for all projects, is broken down as follows:
 - ~ Governance Committee projects – forecasted underspending of \$3,000 (100%) due to no projects being undertaken this fiscal year.
 - ~ Mayne Island Housing – forecasted underspending of \$7,000 (70%) as to date no First Nations have responded expressing an interest in engagement.
 - ~ North Pender Housing Access & Affordability – forecasted underspending of \$12,000 (80%) due to First Nations not undertaking engagement.
 - ~ SSI Water Protection Authority (SSIWPA) Coordination, Groundwater Stability Strategy and Salt Spring Proof of Water (subdivision) are all forecasted to be underspent by a total of \$73,000 (100%) due to the SSI LTC not engaging in watershed coordination activities in the fiscal year and staff vacancies in the Salt Spring Island Office.
 - ~ SSI OCP Review – Due to the transfer of the budget of \$87,000 from the SSI Ganges Village Area Planning project, by resolution of the Salt Spring Island LTC, the total forecasted underspending for this project is \$129,000 (42%). This amount will be budgeted for in Fiscal 2025/26. This underspending is primarily due to staff vacancies in the Salt Spring Island Office.
 - ~ Minor LTC Projects – forecasted underspending of \$32,000, due to delayed First Nations consultation, and changing priorities of LTCs.

Forecasted project underspending is partially offset by unanticipated spending that took place on the following pieces of work: Regional Freshwater Management (\$16,000) and the LTC Development Approvals Program (\$53,000) totaling \$69,000

Other variances are not significant for the purposes of reporting.

CONCLUSIONS:

The approved budget expected revenues of \$10.32M. The forecast estimates revenues at \$10.30M, which is approximately \$15,000 (0.1%) less than budgeted.

The approved budget approved spending of \$11.20M. The forecast estimates spending for the year at \$11.23M, exceeding the annual budget by approximately \$24,000 (0.2%).

Due to forecasted reduced revenues coupled with forecasted increased spending, the following draws from surplus and reserves are forecasted:

- ~ The approved budget planned for a transfer from the general surplus fund of \$371,500. The forecast estimates a transfer from surplus fund of approximately \$511,000, which is an additional \$139,500 from the surplus above planned
- ~ The approved budget planned for a transfer from the LTC reserve fund of \$219,000. The forecast estimates a transfer from the LTC reserve fund of approximately \$200,000, which is less than planned by \$19,000.
- ~ The approved budget planned for a transfer from the SSI special reserve fund of \$73,000. The forecast estimates no transfer needed from this special reserve fund.

ATTACHMENT(S):

Financial Forecast to March 31, 2025

FOLLOW-UP: As directed.

Prepared By:	Finance Officer
Reviewed By:	Director, Administrative Services Financial Planning Committee

ISLANDS TRUST
Q2 Forecast to March 31, 2025
As at September 30, 2024

Description	Annual Budget	YTD Actuals at	FORECAST TO	Forecast Over	Forecast Over
		September 30, 2024	MARCH 31, 2025	(Under) budget \$	(Under) budget %
Fees & Sales	275,500	82,501	165,000	(110,500)	-40%
Federal Grant Income R - SAR	220,000	98,412	220,000	-	0%
Federal Grant - Restricted - ECCC	65,500	-	66,000	500	0%
Provincial Grant - Unrestricted	180,000	180,000	180,000	-	0%
Provincial Grant Income R on LTC projects:			-	-	0%
Provincial Grant R- SSI Complete Communities	126,000	59,500	150,000	24,000	19%
Provincial Grant R - First Nations Engagement	77,000	-	77,000	-	0%
Provincial Grant Income - Loc Gov Climate Action	38,082	-	38,000	(82)	0%
Provincial Grant Income R LGDAP	-	53,220	53,000	53,000	100%
Provincial Grant - Restricted - Housing Initiatives	127,336		127,000	(336)	0%
Provincial Grant Income R Healthy Watersheds	-	15,568	16,000	16,000	100%
Property Tax Levy General	8,555,040	8,555,040	8,555,000	(40)	0%
Property Tax Levy - BIM	391,260	391,260	391,000	(260)	0%
Special Levy Property Tax Requisition			-	-	0%
Interest Income and Other Income	260,000	132,677	255,000	(5,000)	-2%
Contingent Grants - Projects	1	-	8,000	7,999	100%
Total Revenue	10,315,719	9,568,178	10,301,000	(14,719)	-0.14%
Amortization Expense	224,000	55,675	187,000	(37,000)	-17%
Applications Sponsored by EC	15,000	8,115	15,000	-	0%
NAPTEP Applications Sponsored by EC	1,000	-	1,000	-	0%
History and Heritage Funding Grants in Aid	-	-	-	-	0%
Audit	22,000	1,215	22,000	-	0%
Bank Charges & Interest	3,500	2,380	5,000	1,500	43%
Moneris Fees	-	1,182	2,000	2,000	0%
Board of Variance	1,200	135	1,000	(200)	-17%
Committee Expense - FPC	-	-	-	-	0%
Committee Expense - RPC	-	-	-	-	0%
Committee Expense - TPC	3,700	-	-	(3,700)	-100%
Committee Expense - CAOHC	-	739	1,000	1,000	100%
Committee Meeting Expense - Governance	-	-	-	-	0%
Committee Meeting Expense - Accessibility*	-	-	-	-	0%
Communications and ITC Fundraising	73,000	6,456	67,000	(6,000)	-8%
SW Support and Licensing	203,600	84,627	204,000	400	0%
Internet	46,700	24,075	48,000	1,300	3%
Technical Support	100,000	41,817	100,000	-	0%
Meeting Streaming Services	15,000	6,966	15,000	-	0%
Contracted Temporary Staffing	20,000	15,228	27,000	7,000	35%
Professional Consultant Fees	-	8,100	8,000	8,000	100%
Elections - By-elections	-	-	-	-	0%
Insurance	198,300	99,402	199,000	700	0%
ITC "Board Honoraria"	7,000	2,400	5,000	(2,000)	-29%
ITC "Board Meeting Expense"	2,850	827	3,000	150	5%
ITC "Board Training & Conferences"	1,600	638	2,000	400	25%
ITC "Property Management"	166,140	41,976	150,000	(16,140)	-10%
Conservation Planning & Land Securement	26,550	1,264	15,000	(11,550)	-44%
ITC "Ecosystem Mapping"	-	8,156	13,000	13,000	100%
Land Title Registrations	4,750	1,556	3,000	(1,750)	-37%
Legal "General"	96,100	19,366	68,000	(28,100)	-29%
Legal "Bylaw Enforcement Litigation"	75,700	75,238	221,000	145,300	192%
Legal "Litigation Defence"	41,800	117,006	133,000	91,200	218%
LTC - Trustee Expense	4,430	3,599	8,000	3,570	81%
LTC "Executive Expense on LTC's"	36,900	14,168	37,000	100	0%
LTC Local Exp LTC Meeting Expenses	36,260	15,054	39,000	2,740	8%

LTC Local Exp APC Meeting Expenses	9,500	2,233	9,000	(500)	-5%
LTC Local Exp Communications	6,850	2,627	8,000	1,150	17%
Meeting Expense	137,400	69,292	139,000	1,600	1%
Memberships	19,000	9,077	19,000	-	0%
Notices Statutory & Non Statutory	17,000	4,152	15,000	(2,000)	-12%
FOI & Records Management	5,000	2,254	5,000	-	0%
Office Rent	455,400	224,621	455,000	(400)	0%
Office Services	59,100	27,159	59,000	(100)	0%
Postage & Courier	7,800	4,331	9,000	1,200	15%
Recruitment & Labour Relations	96,000	60,663	96,000	-	0%
Payroll Processing	19,500	10,806	22,000	2,500	13%
Safety	7,040	4,306	7,000	(40)	-1%
Salaries - Admin Staff	2,877,108	1,355,736			
Benefits - Admin Staff	730,785	343,354			
Salaries - Planners & RPMs	1,593,281	844,111			
Benefits Planners & RPMs	404,693	213,943	6,589,000	(43,419)	-2%
Salaries Planning Support	497,794	250,290			
Benefits Planning Support	126,440	63,417			
Salaries Bylaw	320,828	170,338			
Benefits Bylaw	81,490	43,127			
Stationary & Supplies	21,300	9,887	18,000	(3,300)	-15%
Tech Supplies	9,300	7,821	9,000	(300)	-3%
Subscriptions	7,900	3,657	7,000	(900)	-11%
Telephone	16,100	8,059	16,000	(100)	-1%
Mobile Devices	21,300	12,769	26,000	4,700	22%
Training "Organization Wide"	5,000	945	5,000	-	0%
Staff Meetings and Recognition	10,000	9,906	12,000	2,000	20%
Training & Conferences	61,150	16,816	60,000	(1,150)	-2%
Travel for Training	32,850	20,813	36,000	3,150	10%
Travel	79,370	49,865	88,000	8,630	11%
Trustee Remuneration	610,870	303,884	608,000	(2,870)	0%
Trustee Remuneration "CPP Expense"	21,670	13,611	22,000	330	2%
Trustee Remuneration Health/Dental Benefits	65,870	33,268	67,000	1,130	2%
Trustee Remuneration Pay In Lieu of Benefits	-	-	-	-	0%
Trustee Remuneration "Employer Health Tax"	11,912	5,815	12,000	88	1%
Trustee Remuneration "Executive on LTC's"	-	-	-	-	0%
Operating Expenses Subtotal	9,873,682	4,860,313	10,017,000	143,318	1.45%
Computer H/W & S/W	181,700	96,249	182,000	300	0%
Furniture and Equipment	5,000	1,593	5,000	-	0%
Salt Spring Island Office Move	160,000	1,138	216,000	56,000	35%
Capital Subtotal	346,700	98,980	403,000	56,300	16%
LTC Projects Funded by LTC Reserve Fund	493,500	70,037	328,000	(165,500)	-34%
LTC Projects Funded by Special Requisition Surplus	73,000	-	-	(73,000)	0%
LTA Work Funded by Special Requisition (SSIWPA)	-	-	-	-	0%
LTC Projects Funded by Contingent Grants	1	-	8,000	7,999	799900%
Strategic Plan Projects	316,336	58,232	308,000	(8,336)	0%
Operational Projects	100,000	53,220	163,000	63,000	63%
Projects Subtotal	982,837	181,489	807,000	(175,837)	-18%
Total Expenditures	11,203,219	5,140,782	11,227,000	23,781	0.2%
Surplus (shortfall)	(887,500)	4,427,396	(926,000)	(38,500)	4.3%
Funded by:					
Changes in amounts invested in TCA	224,000	43,306	215,000	(9,000)	-4%
Transfer (to) from General Revenue Surplus Fund	371,500	(4,540,739)	511,000	139,500	38%
Transfer (to) from LTC Project Specific Reserve Fund	219,000	70,037	200,000	(19,000)	-9%
Transfer (to) from Special Tax Requisition Fund	73,000	-	-	(73,000)	-100%
Net Surplus (Shortfall)	(0)	-	-	0	

To: Trust Council

For the Meeting of: December 3, 2024

From: Financial Planning Committee

Date Prepared: November 14, 2024

SUBJECT: SEPTEMBER 30, 2024 FINANCIAL REPORT

RECOMMENDATION:

That Trust Council approve the September 30, 2024 Financial Report.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The second quarter financial report indicates that Islands Trust is generally following the financial plan for 2024/25.

1 PURPOSE:

To summarize the findings of the September 30, 2024 second quarter financial report.

2 BACKGROUND:

Islands Trust *Policy 2.3.1 Council Committee Systems* requires the Financial Planning Committee (FPC) to report to Trust Council on the organization's financial management practices. Quarterly financial reports are prepared by staff, reviewed by FPC, and forwarded to Trust Council as part of this requirement.

Financial Report Findings

The benchmark for non-tax revenue sources and operational expenditures after six months of operations can be estimated at 50% of the annual budget.

As at September 30, 2024 Islands Trust has consumed a net 46% of the annual approved budget, slightly below benchmark for this time of year. Individual areas may experience minor overspending or underspending based on activities in the year to date. Individual revenue and expense items that vary significantly from the 50% 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 benchmark by \$4,410,319 (43%) due to the following:

- ~ *Fees* are lower than benchmark by \$55,000 (20%). The total amount of fees received to September 30, 2024 is \$134,000. Of this amount \$68,000 has not yet been recognised as revenue due to the new accounting standard which permits revenue recognition of fees only as milestones are reached at various points in applications processing. This new accounting treatment is the primary reason for fees revenue reporting at less than benchmark, as the budget did not take this new standard into consideration.
- ~ *Provincial Grant - Unrestricted* is higher than benchmark due to the full value of the unrestricted operating grant received in the first quarter of the year.

- ~ *Federal and Provincial Grants – Restricted* is below benchmark by \$100,000 (15%) due to projects funded by these grants taking time to ramp up in the first and second quarter of the fiscal year. Projects funded by these grants include: Islands Trust Conservancy (ITC) Species at Risk programming, Salt Spring Island OCP/LUB Update, Trust Area Housing Needs Assessments, First Nations Engagement, and the hiring of temporary Registered Professional Biologist to staff.
- ~ All revenues from taxation (*General Property Tax Levy, Special Property Tax Requisition, and Bowen Tax Levy*) report at 100% due to the full value of all of them being received in the first quarter of the year.
- ~ *Investment Income* is higher than the benchmark by \$2,000 (1%) due to earnings on the property tax levy received.

Expenses by Service Area

Council Services

Council Services expenses include costs related to three main areas: Trust Council; Executive Committee; and Trust Area Services; plus an allocation of general administrative expenses. Inclusive of the general admin allocation, these expenses report at \$784,000 (46% of budget) which is lower than the 50% benchmark by \$76,000 (4%).

- ~ Executive Committee spending is \$9,000 (6%) above benchmark due primarily to higher costs associated with registration, travel and accommodation fees for UBCM.
- ~ Trust Area Services spending is \$64,000 (1%) below benchmark due primarily to staff vacancies, lower costs for programming for Stewardship education and secretariat services, and the policy statement review project which are planned for later in the fiscal year. Staff vacancies have been as follows: Senior Indigenous Relations Advisor (1 month), Senior Policy Advisor (1 week), and Program Coordinator (6 months) which was partially offset by spending for a temporary contract worker into this position.

Local Trust Committee (LTC) Services

LTC 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. Inclusive of the general admin allocation, these expenses report at \$3.7M (47% of budget) which is lower than benchmark by 277,000 (3%). Individual expense lines within LTC services that deviate from benchmark are as follows:

- **Local Trust Committees (LTC) costs** are comprised of rent, phone, internet and office service for on-island trustee offices, the trustee portion of insurance costs, general legal costs, bylaw enforcement legal costs, legal litigation costs, statutory notices, EC travel expenses to chair LTC meetings; trustee-incurred expenses, LTC and APC meeting expenses, LTC communications, special project expenses, LTC statutory notices and the LTC portion of trustee remuneration and benefits. Total LTC spending to September 30, 2024 is \$515,000 (62% of budget), higher than benchmark by \$99,000 (12%), due primarily to increased legal costs associated with the following:
 - ~ Bylaw Enforcement legal costs are over benchmark by \$37,000 (49%) due to three files, one each on North Pender, Thetis Island, and Salt Spring Island. Trust Council's approved budget intentionally approved reduced legal budgets with the understanding that overages would be funded by surplus. This was a move to reduce tax increases in the Trust Area.
 - ~ Litigation costs are over benchmark by \$97,000 (237%) due primarily to two significant legal files, one on Gabriola Island and the other on Galiano Island. Trust Council's approved budget intentionally

approved reduced legal budgets with the understanding that overages would be funded by surplus. This was a move to reduce tax increases in the Trust Area.

- **Planning Projects** costs are comprised of all LTC and Regional Planning Committee projects, including the housing strategy, housing needs assessments and building footprint data updates, as well as coordination and project work undertaken by the Salt Spring Island Watershed Protection Alliance (SSIWPA). Planning projects report at \$139,000 (19% of budget), which is less than benchmark by \$228,000 (31%). Straight-line benchmarking is less appropriate for project work as project plans often see work advancing in uneven portions throughout the years. Underspending on planning projects is due primarily to a combination of the following:
 - ~ **LTC Major and Minor Projects:** Spending on LTC major and minor projects is less than benchmark by \$213,000 (38%). This is primarily due to the following:
 - Denman Island LTC Housing Review – very limited spending on this \$15,000 project in the first half of the fiscal year. A review of project milestones by the LTC delayed the project moving forward, however the bulk of the funds will be spent on a capacity work agreement which is currently under negotiation with First Nations.
 - Gabriola Island LTC OCP/LUB – A significant portion (65%) of this project’s \$77,000 budget is allocated to a water study for which a request for proposal was issued and contract award is pending. The remainder is expected to be spent by the end of the fiscal period.
 - Hornby Island LTC First Nations Relationship Building– this budget (\$31,500) was reallocated by the LTC to the Hornby OCP/LUB during quarter two. The Hornby OCP/LUB is therefore underspent to the end of quarter two due to a reevaluation of work and priorities by the LTC during the first half of the fiscal year. The total budget for this work is \$33,000 due to budget from a minor project that was also reallocated here.
 - Mayne Island Housing – no spending on this project in the first half of the fiscal year. The majority of the \$10,000 approved budget for this work will be spent on First Nations engagement and legal review later in the fiscal year.
 - North Pender Housing Access & Affordability – very limited spending on this project in the first half of the fiscal year. The majority of the \$15,000 approved budget for this work will be spent on legal review later in the fiscal year.
 - Salt Spring OCP/LUB Review – the budget of \$222,000 reports at 27% spent to the end of second quarter. The complete communities assessment portion of this project is underway and expected to be complete this fiscal year. A lack of staff resources in the Salt Spring Island office has slowed progress and the full budget is not expected to be spent this fiscal year.
 - Salt Spring Ganges Village Area Planning – no spending against the \$86,500 project budget in the first half of the fiscal year. The SSI LTC has combined elements of this project into the larger OCP-LUB project and directed staff to reallocate this \$86,500 to the SSI OCP/LUB review project.
 - SSIWPA Plan Coordination – no spending against the \$55,000 budget for SSIWPA coordination has taken place in the first half of the fiscal year. This work has not advanced due to lack of staff capacity in the Salt Spring Island office.
 - Salt Spring Island Groundwater Sustainability Strategy – no spending against the \$16,500 budget for SSIWPA coordination has taken place in the first half of the fiscal year. This work has not advanced due to lack of staff capacity in the Salt Spring Island office.
 - ~ **Other projects** – Underspending on other planning projects is less than benchmark by \$227,000 (31%). Underspending on other projects is as indicated below:
 - Housing Strategy – the budget of \$30,000 reports at zero spent to the end of the second quarter. Development of a strategy to undertake this project has been completed by the

Regional Planning Committee and work will take place in the last half of the fiscal year on the tiny homes project.

- Housing Needs Assessments – the budget of \$127,000 reports at zero spent to the end of the second quarter. Work is underway and will be completed by the end of quarter three.
- Building Footprint: Data Update – the budget of \$10,000 reports at zero spent to the end of the second quarter. This project has not advanced yet.
- This underspending is offset by unanticipated spending that took place on the following pieces of work: Regional Freshwater Management (\$16,000) and the LTC Development Approvals Program (53,000) totaling \$69,000.

- **Planning Staff** costs include planning staff salaries, benefits, training and travel costs, as well as any contracted human resources associated with planning work. Spending to September 30, 2024 reports at \$1.6M (51% of budget) which is slightly above benchmark by 34,000 (1%). Both the southern and northern office planning teams were fully staffed in the first half of the fiscal year. The Salt Spring planning team was understaffed due to partial vacancies in the Island Planner (3.5 months and Office Administrative Assistant positions (2 months). Savings from planning staff vacancies are offset due to overtime incurred relating to the Cityview implementation and training that took place in quarter one as well as by other work on projects.
- **LPS Facilities** include operational costs for all three Planning Services offices including internet, land title registrations, memberships, office lease costs and associated office services, postage and courier, any costs for office moves or renovations, safety, office supplies, telephone and mobile devices. Spending to September 30, 2024 reports at \$205,000 (36%), which is lower than benchmark by \$82,000 (14%). This is primarily due to underspending for the Salt Spring Island office move and renovation where costs are expected to occur later in the year.
- **Bylaw Enforcement** costs include staff salaries and benefits, training, mobile devices, travel costs and the Cityview Bylaw Portal project. Spending to September 30, 2024 reports at \$230,000 (43% of budget), which is lower than benchmark by \$35,000 (7%). This is due primarily to no spending in quarter one and quarter two on the Cityview Bylaw Portal project, which is planned for later in the fiscal year.

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 were lower than benchmark by \$108,000 (7%). Individual expense lines within ITC services that deviate from benchmark are as follows:

- ~ **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 \$43,000 (20% of budget), lower than benchmark by \$63,000 (30%). This is due primarily to the following:
 - Property Management – Lack of staff capacity limited the ability to advance property management contracts during quarter one. With many contracts issued during quarter two for this work. It is expected that some of the budget will remain unspent at the end of the fiscal year.
 - Conservation Planning & Land Securement – The ITC Board is taking a cautious approach to new land securement projects, due to new conservation acquisitions and covenants requiring individual Ministerial approval, and due to the limited capacity of property management staff to take on new work. There are currently three covenant projects and one land acquisition project underway, however these await landowner completion of various items to proceed. Expenditures will be incurred later in the fiscal period related to this work.

- First Nations Engagement Plan - In early 2024, the Minister directed ITC to undertake further First Nations Engagement for the required ITC Five Year Plan and Trust Council approved funding to assist in this engagement. Due to staff capacity issues. The temporary/acting manager situation and capacity issues continue to limit the ability to begin this project. It is expected that the project will be initiated in the fall/winter 2024-25.

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 \$1.3M (46% of budget), which is lower than benchmark by \$109,000 (4%). This is due primarily to the following:

- ~ **Senior Management** costs include corporate memberships, FOI and records management cost, recruitment and labour relations cost that are directly associated with hiring of the CAO, staff salaries, benefits, training, and travel costs. These costs report at \$359,000 (58%), which is higher than benchmark by \$52,000 (8%). This is primarily due to higher than anticipated expenditures to the end of the second quarter for recruitment and labour relations related to the hiring of the new CAO and to higher than anticipated expenditures for salaries and benefits where the departing CAO was on still on payroll for a period of time that overlapped with payment to the Interim CAO..
- ~ **Admin Services** costs include contractors hired to take on work displaced by staff vacancies, staff salaries, benefits, training, and travel costs. These costs report at \$227,000 (35% of budget), which is lower than benchmark by \$98,000 (15%) primarily due to delayed hiring of the new Manager of Finance and Accounting position and vacancy in the Director of Administrative Services 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, December 31, 2022 expenses by object are shown as follows:

Object	6 months ending September 30, 2023	2024/25 Approved Budget	6 months ending September 30, 2024	% of Budget Consumed
Staff Salaries and benefits	2,888,189	6,652,424	3,299,544	50%
Office Operations	581,450	1,377,327	632,577	46%
Council and trustee costs	518,594	1,089,218	540,383	50%
Programs	127,414	1,345,277	237,834	18%
Legal - General	72,021	96,101	19,366	20%
Legal - Bylaw Enforcement	81,107	75,701	75,238	99%
Legal - Litigation	61,660	41,801	117,006	280%
Legal - Statutory Notices	9,134	17,000	4,152	24%
Travel/training and recruitment	111,235	284,370	159,008	56%
Subtotal	4,450,802	10,979,219	5,085,108	46%
Amortization	86,415	224,000	55,675	25%
Total Expenses	4,537,218	11,203,219	5,140,783	46%

Staff salaries and benefits costs are tracking as planned. Savings from vacancies in parts of the organization have been offset by increased costs for staff working overtime, and increased usage of As and When staff resources.

Office Operations costs are slightly below benchmark due primarily to a lack of communications spending whereby planned spending is geared more heavily towards the latter portion of the year.

Council and trustee costs are tracking as planned.

Programs costs are less than the benchmark due primarily to project costs planned for later in the fiscal year, and in some instances projects not advancing as planned.

Total Legal expenses for general, bylaw, litigation, and statutory notices are at 94% of budget spent to the end of the first quarter, 45% above benchmark, due primarily to increase legal costs incurred for bylaw enforcement and litigation.

Traveling/training and recruitment costs are tracking above benchmark due primarily to increased costs for the UBCM convention and higher than expected costs for ITC property management and bylaw enforcement travel.

Amortization expense is tracking as expected.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None. Expenditures to September 30, 2024 are within the overall Islands Trust annual approved budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None. Managing staff 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 193 Islands Trust Financial Plan Bylaw, 2024-2025

5 ATTACHMENT(S):

September 30, 2024 Financial Report

RESPONSE OPTIONS

Recommendation:

That Trust Council approve the September 30, 2024 Financial Report.

Alternative: None.

Prepared By: Finance Officer
Reviewed By: Director, Administrative Services/Financial Planning Committee

Islands Trust
Detailed Statement of Operations
For The 6 Months Ending September 30, 2024

Expected % of Budget Received/Used as at Report date = 50%
 Exceptions: Grant revenue, property tax levies, other revenues, project spending
 Variances > +/- 10% and +/- \$5000 include explanations

Description	6 months ending September 30, 2023	2024/25 Approved Annual Budget	6 months ending September 30, 2024	Portion of Annual Budget Consumed (%)	Budget remaining (\$)
REVENUE:					
Fees & Sales	135,871	275,500	82,501	30%	192,999
Provincial Grant - Unrestricted	180,000	180,000	180,000	100%	-
Federal and Provincial Grants - Restricted	194,571	653,919	226,700	35%	427,219
General Property Tax Levy - All LTAs	8,046,628	8,555,040	8,555,040	100%	-
Special Property Tax Requisition - SSI LTA	43,500	-	-	0%	-
Municipal Property Tax Levy - Bowen Island Municipality	345,989	391,260	391,260	100%	-
Investment Income	142,267	260,000	132,677	51%	127,323
Total Revenue	9,088,825	10,315,719	9,568,178	93%	747,541
EXPENSES:					
Trust Council Services					
Trust Council	227,952	432,309	212,990	49%	219,319
Executive Committee	56,037	138,171	77,611	56%	60,560
Trust Area Services	270,127	714,456	293,595	41%	420,861
General Admin Allocation - 15%	182,938	434,408	199,757	46%	234,651
Total Council Expenses	737,054	1,719,344	783,953	46%	935,391
Local Planning Services					
Local Trust Committees	501,428	830,937	514,834	62%	316,103
Projects - Note 1	60,612	733,837	139,157	19%	594,680
Planning Staff	1,407,147	3,270,446	1,668,909	51%	1,601,537
LPS Facilities	188,622	574,518	205,240	36%	369,278
Bylaw Enforcement	224,443	529,432	229,866	43%	299,566
General Admin Allocation - 71%	775,859	2,017,442	943,057	47%	1,074,385
Total Local Planning Services Expenses	3,158,110	7,956,612	3,701,062	47%	4,255,550
Trust Conservancy Services					
Board	2,565	11,450	3,865	34%	7,585
Conservancy Staff and Associated Costs	432,718	916,120	441,569	48%	474,551
Property Management	49,202	212,690	43,240	20%	169,450
General Admin Allocation - 14%	157,568	387,003	167,095	43%	219,908
Total Trust Conservancy Expenses	642,053	1,527,263	655,768	43%	871,495
General Administration Services					
Senior Management	227,022	614,239	359,312	58%	254,927
Admin Services	249,459	649,529	226,930	35%	422,599
Office Operations	138,875	329,450	155,953	47%	173,497
Information Systems	334,604	834,935	414,197	50%	420,738
Computer/Furniture & Equipment	79,989	186,700	97,842	52%	88,858
Amortization Expense	86,415	224,000	55,675	25%	168,326
General Admin Recovery	(1,116,365)	(2,838,853)	(1,309,909)	46%	(1,528,944)
Total General Administration Expenses	0	-	(0)		
Total Expenses	4,537,218	11,203,219	5,140,783	46%	6,062,436
YTD Surplus (Shortfall)	4,551,607	(887,500)	4,427,395		
Amortization Adjustment	n/a	(224,000)	n/a		
Capital adjustment	79,989	n/a	97,842		
Adjusted surplus (shortfall)	\$ 4,631,596	\$ (663,500)	\$ 4,525,238		
Funded by:					
Transfer from (to) General Revenue Surplus Fund	(4,652,446)	371,500	(4,595,275)		
Transfer from (to) LTC Project Reserve Fund	20,850	219,000	70,037		
Transfer from (to) Special Tax Requisition Fund	-	73,000	-		
Net Unfunded Balance	(0)	-	0		

Description	6 months ending September 30, 2023	2024/25 Approved Annual Budget	6 months ending September 30, 2024	Portion of Annual Budget Consumed (%)	Budget remaining (\$)
Note 1: LTC & Planning Services Project Spending					
LTC Projects					
LTC Projects funded by Reserve Fund	-	1,001	-	0%	1,001
Denman Housing Review	363	15,000	47	0%	14,953
Denman Farming Regulations Review	-	500	-	0%	500
Denman TUP Review	-	2,500	-	0%	2,500
Gabriola OCP/LUB	446	77,000	786	1%	76,214
Gabriola Ecological Protection Zone	-	2,000	-	0%	2,000
Galiano Groundwater Strategy Implementation	434	1,500	621	41%	879
Gambier OCP/LUB	16,000	-	-	0%	-
Gambier Keats Island Shoreline Protection Review	1,680	5,000	4,976	100%	24
Hornby OCP/LUB	260	-	-	0%	-
Hornby Community Heritage Register	-	1,500	-	0%	1,500
Hornby First Nations Relationship Building	-	31,500	-	0%	31,500
Lasqueti OCP/LUB	-	4,000	-	0%	4,000
Mayne Island Housing	274	10,000	-	0%	10,000
Mayne LUB Minor Amendments	-	2,000	1,241	62%	759
North Pender OCP/LUB	1,392	-	-	0%	-
North Pender Raptor Nest DPA update	-	5,000	-	0%	5,000
North Pender Housing Access & Affordability	-	15,000	868	6%	14,132
Salt Spring OCP/LUB	-	222,000	60,175	27%	161,825
Salt Spring Ganges Village Area Planning	-	86,500	-	0%	86,500
SSIWPA Events & Communications Expense	650	-	-	0%	-
Salt Spring Housing Action Program	201	5,000	-	0%	5,000
SSIWPA Plan Coordination	-	55,000	-	0%	55,000
Salt Spring Groundwater Sustainability Strategy	-	16,500	-	0%	16,500
Salt Spring Proof of Water - Subdivision	-	1,500	-	0%	1,500
Saturna Minor Housing Review	-	2,000	250	13%	1,750
South Pender LUB Minor Amendments	-	3,500	1,073	31%	2,427
Thetis Unzoned Marine Area LUB Amendment	-	1,000	-	0%	1,000
	21,701	566,501	70,037	12%	(496,464)
Regional Freshwater Management	7,161	-	15,900	0%	(15,900)
Housing Strategy	17,908	30,000	-	0%	30,000
Groundwater Recharge Mapping	721	-	-	0%	-
Cityview Planning Portal (LGDAP)	13,120	-	53,220	0%	(53,220)
Housing Needs Assessments	-	127,336	-	0%	127,336
Building Footprint: Data Update	-	10,000	-	0%	10,000
Total All LTC Projects	60,612	733,837	139,157	19%	(594,680)



December 2024 Islands Trust Council 2025/26 Proposed Budget

Purpose:

- To provide Trust Council with an overview of the Financial Planning Committee's draft 2025/26 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 direction from Trust Council on the draft budget in advance of Trust Council's budget approval in March.

Resources:

Financial Planning Committee

Julia Mobbs, Director, Administrative Services (DAS)

Julia Mobbs, Interim 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 (<i>3 minutes</i>)	Chair, FPC
1. 2024/25 Proposed Budget Overview (<i>up to 15 minutes</i>) <u>Document References</u> • Draft Budget Overview • Draft Budget Detail • Funding Requests ○ Strategic Plan & Governance Initiatives ○ Operational Initiatives & New Staff Proposals ○ Committee/Board Budget Requests ○ Budget Guidelines Assessment	Director, Administrative Services – general overview Senior Management Team – specific funding requests
Questions, Comments, Debate, Direction for Change (<i>remainder, up to 2 hours</i>)	Trustees
NEXT STEPS: • Staff will update the draft budget for changes directed by Trust Council. • FPC will review the draft budget in January and February, and forward their recommended budget to Trust Council. • 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.	

BRIEFING

To: Trust Council **For the Meeting of:** December 3, 2024
From: Financial Planning Committee **Date Prepared:** November 14, 2024
SUBJECT: Draft 2025/26 Budget Overview

PURPOSE:

To provide Trust Council with Financial Planning Committee’s draft of the 2025/26 budget for review, comment and direction.

BACKGROUND:

The Budget Assumptions, Principles, and Guidelines for the 2025/26 budget cycle were approved by Trust Council at their September 2024 meeting. The document has been used as a guide in putting together the draft 2025/26 budget as much as reasonably possible.

To date, the following activities have taken place to support the current draft of the 2025/26 budget:

BODY	ACTIVITY
Executive Committee (EC)	EC reviewed their budget needs in September 2024 and October 2024 and has submitted requests for its operational and programming functions, as well as for Trust Council projects under its oversight.
Governance Committee (GC)	GC has not yet submitted requests for two proposed initiatives. These initiatives are not associated with strategic plan work, but are tied to direction of Trust Council.
Islands Trust Conservancy Board (ITCB)	The ITCB has discussed its budget needs for next fiscal year and has advanced their request to the budget cycle.
Regional Planning Committee (RPC)	RPC has reviewed the business case submissions of LTCs, all of which are included in the budget and this agenda for FPC’s review. RPC has reviewed the project feasibility assessment prepared by staff which assesses if all planned projects are achievable in the fiscal year. RPC has not submitted funding requests for Strategic Plan work

	associated with Trust Council's Freshwater Sustainability Strategy or Trust Council's Housing Strategy.
Trust Programs Committee (TPC)	TPC has reviewed all their funding requests for the next fiscal year. Amounts are included in the draft budget and business cases are included in the agenda package.
Local Trust Committees (LTCs)	LTCs have submitted business cases for their funding requests valued at over \$5,000. Smaller projects will continue to be funding from a pool of funds designated from the LTC reserve fund, as is historical practice.
Operational Business Units	All business units in Islands Trust have provided their departmental budget requests and submitted business cases for new operating initiatives requiring new funding greater than \$5,000. Staff have prepared estimates of Trust-wide expenses with the input of management.

The above information has been collated into the draft 2025/26 budget that is presented in this agenda.

SUMMARY OF DRAFT BUDGET RESULTS

The draft 2025/26 budget contains the following:

- Total proposed planned spending of \$10.9M:
 - Operating budget \$10.7M (excluding amortization expense)
 - Projects budget \$490,000
 - Capital budget \$165,000
- A proposed 6.8% general tax increase to local trust areas (exclusive of NMC)
- An estimated 16.8% general tax levy increase to Bowen Island Municipality (exclusive of NMC)
- A proposed draw from the General Revenue Surplus Fund of \$70,000.
- A proposed draw from the LTC Project Reserve Fund of \$128,000.
- A proposed draw from the Special Property Tax (SSIWPA) Reserve Fund of \$71,500.

SUMMARY COMPARISON TO PREVIOUS FISCAL YEARS

Comparison to the most recently completed fiscal year actual spending (2023/24) – A comparison to the most recently completed fiscal year actual spending can be helpful to determine real trends in spending levels, which can inform budget development for the immediately subsequent fiscal year.

Comparison to the most recently approved fiscal year budget (2024/25) – A comparison to the most recently completed fiscal year budget can also be helpful to inform real spending trends, only in instances where actual financial performance tracks with the budget for that same year. At the end of quarter two, Islands Trust spending was 4% (\$461,000) below budget.

The draft **operating budget** has decreased by \$149,000 (1%) over the current year approved budget and increased 20% (\$1.8M) over fiscal 2023/24 actual spending. The largest factors contributing to this increase are as follows:

Expense	Increase (decrease) over 2023-24 Actual spending	Increase (decrease) over 2024-25 Approved Budget
Applications sponsored by EC	9,000	10,000
History and Heritage Funding Grants	6,000	6,000
Audit	(4,000)	3,000
Moneris Fees	6,000	6,000
Contacted Temporary Staffing	(15,000)	(5,000)
Professional Consultant Fees	19,000	19,000
ITC Conservation Planning & Land Securement	24,000	10,000
ITC Ecosystem Mapping	6,000	9,000
Legal – general	(15,000)	(20,000)
Legal – bylaw enforcement litigation	(50,000)	2,000
Legal – litigation defense	(68,000)	34,000
Meeting Expense	11,000	10,000
FOI & Records Management	10,000	10,000
Office – lease costs	25,000	16,000
Office – outside services	12,000	13,000
Insurance	7,000	20,000
Safety	13,000	10,000
Salaries and Benefits	1.2M	496,000
Stationary & Supplies	2,000	4,000
Subscriptions	0	4,000
Tech Supplies	600	4,000
Mobile Devices	573	6,000
Training and related Travel	36,000	15,000
Travel	8,000	7,000
Trustee Remuneration	39,000	18,000

The draft **projects budget** has decreased by \$569,000 (58%) over the current year approved budget due primarily due to large projects funded in 2024/25 that will be completed before the year's end including Housing Needs Assessments, LG Development Approval Program, and Expense Claim Upgrades. 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 decreased by \$184,000 (53%) over the current year approved budget primarily due to the prior year including amounts for the SSI office relocation and renovation.

DRAFT 2025/26 BUDGET - OVERVIEW

Planned Revenues:

External sources of revenue include application fees, grant funding, property taxes, levies, and investment income.

Internal sources of revenue, when used to balance the budget, comes from funds held in the Islands Trust surplus funds and reserve funds.

Local Trust Area (LTA) Taxes:

Local Trust Area taxes total \$9.1M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 7.3% (\$624,000). This amount is comprised of:

- A proposed average tax increase of 6.8.0% (\$585,000) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 0.5% (\$39,000) average tax increase across Local Trust Areas (LTAs) to account for the Non-Market Change (NMC) factor, which is an increase to the tax base for new construction, developments, changes in land-use. This figure is based on NMC factor from the previously approved budget, and will be updated for more current amounts in future iterations of the budget.

Bowen Island Municipality (BIM) Taxes:

The BIM tax requisition calculates at approximately \$461,000 in the draft budget. This is a total increase over last year's budget of 17.9% (\$70,000). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 16.8% (\$66,000) from the existing tax base; plus
- An estimated 1.1% (\$4,000) generated from new tax base associated with NMC factors. This figure is based on NMC factor from the previously approved budget, and will be updated for more current amounts in future iterations of the budget.

Increases to the Bowen Island Municipal tax levy are driving primarily by: Increases in budgets for Trust Council work, Islands Trust Conservancy work, Legislative & Information Services work, and Administrative Services work, an increase in the administrative allocation rate, and reductions in amounts drawn from Islands Trust surplus funds which partially offset the calculated levy.

Special Tax Requisitions:

No new 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 \$561,000, broken down as follows:

- The annual unrestricted provincial grant has been budgeted at historical levels of \$180,000 (2023/24- \$180,000). Executive Committee and Trust Council are tasked with strategizing an approach to request more funding from the province, however as this project has not moved forward, no new information is available to support amending the value of this revenue stream.
- A restricted multi-year federal grant has been awarded to ITC for work related to Species at Risk in the Trust Area. This grant was originally signed in October 2020, and extended in May 2026. Of the total funding awarded, \$220,000 relates to work to be performed in fiscal 2025/26. This amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending.
- A restricted federal grant of \$200,000 was received from Environment and Climate Change Canada in fiscal 2024-25. Of this amount, \$135,000,000 is expected to be spent in 2025-26 and as such, has been recognised as grant revenue in the draft 2025-26 budget. As per approval by Trust Council these funds are being used to bring a temporary biologist on staff.
- A restricted provincial grant of \$150,000 was received from the Ministry of Municipal Affairs for First Nations engagement funding in fiscal 2023-24. Of this amount, \$26,000 is expected to be spent in fiscal 2025-26.
- 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 \$198,000 (2024/25 - \$276,000) based on an estimate of fees to be recognized in the year in line with work completed in the fiscal year on applications. This amount is reduced from historical values as a result of the new accounting standard for fees, which only allow the recognition of fees revenue as work is completed on applications, rather than when fees are received.
- Interest income is budgeted at \$239,000 (2024/25- \$260,000) based on estimated investment returns on the investment of 2025/26 property tax funds, and assumes interest rates will be reduced over the next year.

Surplus Funding:

The proposed budget shortfall of \$270,000 is proposed to be funded with draws from surplus and reserve funds:

- A draw from the general revenue surplus fund (GRSF) of \$70,000 is included in the draft budget, all of which is allocated to strategic plan projects.
- A draw from the LTC project specific reserve fund (LTCPSRF) of \$128,000 is included in the draft budget to offset total LTC project costs. This reflects unspent amounts from the current fiscal year related to LTC work.
- A draw from the SSI Special Property Tax reserve fund of \$71,500 is included in the draft budget.

Planned Expenditures:

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at \$7.1M budget (2024/25- \$6.6M), representing 65% 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 Cost
Executive Office	Office of CAO	3.0		3.0	\$ 454,474	6%
Legislative and IS Services	Legislation, Policy, Risk & Records Management, Info Services	7.0		7.0	782,333	11%
Administrative Services	Finance & Accounting, Procurement Coordination, Human Resource	5.1		5.1	667,859	9%
Trust Area Services	Communications, Government Relations, Grants	5.4	1.0	6.4	749,937	11%
Islands Trust Conservancy	Land Management and Acquisition	8.8		8.8	903,913	13%
Planning & Bylaw Services	Land Use Planning, Bylaw Enforcement	34.3		34.3	3,570,887	50%
Total		63.6	1.0	64.6	\$ 7,129,401	100%

Note: Islands Trust Conservancy and Planning Services include a 0.3 FTE each.

Factors influencing this expenditure line item include:

- Changes to staffing levels and complements from the previous budget:
 - An increase to the salary and benefits cost for the new Chief Administrative Officer (\$40,000)
 - An additional five months of salary and benefits for the Islands Trust Conservancy Team Lead (\$50,000). As this position was new in 2024/25 which required time to hire, only seven months was funded in the previous year.
 - An additional six months of salary and benefits for the Registered Professional Biologist (\$46,000). As this position was new in 2024/25 which required time to hire, only six months was funded in the previous year.
 - An additional four months of salary and benefits for the GIS Coordinator (\$32,000). As this position was new in 2024/25 which required time to hire, only eight months was funded in the previous year.
 - Addition of a temporary Policy Advisor for one year (\$126,000) to carry on policy work during the completion of the policy statement review.
- Staff salaries and benefits have been adjusted from previous years for the following factors:
 - An estimated 3.0% wage increase for all BCGEU staff members, effective April 1, 2025. The actual increase for next fiscal is unknown at this juncture as collective agreement negotiations between the province and the BCGE Union have not yet concluded. The 3% estimate used in this draft is based on the prior year wage increase, and closely approximates recent Victoria CPI values. The budget will be updated once a new collective agreement has been ratified.
 - An adjustment for 26 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.
 - An overtime budget of \$39,000 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. This assessment will be evaluated in future iterations of the budget and may see a reduction.
- Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at \$1.4M (2024/25- \$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 \$183,000 for staff turnover has been made in the 2025/26 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 \$728,000 in the 2025/26 draft budget (2024/25- \$710,000). Factors influencing this figure include the following:

- An anticipated 2.6% increase to base remuneration to adjust for CPI changes, based on September, 2024 reported annual inflation figures for the Victoria area. This rate will be adjusted 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.
- Amounts for the number of folios by LTA as provided by BC Assessment have been updated as of October 2024. These amounts will be updated to reflect December values when available, per policy.
- Inclusion of employer CPP contributions at the rate of 5.95% at January 1, 2026.
- Extended benefit premiums have been increased to reflect the cost of enrolling trustees in the UBCM enhanced benefit plan, and account for the rate increase received effective October 1, 2024.
- Employer Health Tax (EHT) remains at 1.95% of base salary.
- Inclusion of committee meeting remuneration for Council Committee members at a rate of \$150/meeting for Committee Chairs and \$100/meeting for Committee members. Six meetings for each of RPC, TPC, FPC and the Governance Committee have been budgeted for, reflecting historical meeting frequencies.

Trust Council meeting expenses have been budgeted under the assumption that all four meetings of Trust Council will be held in-person. This approach will be adjusted if Trust Council resolves to take an alternate approach. Current planned spending for Trust Council meetings in the draft budget is \$135,000 (2024/25 – \$126,000), which represents \$33,700 per in-person meeting based on the average cost of the March 2024 and June 2024 Trust Council meetings. Last year, staff indicated that the cost for Trust Council meetings was increasing and future budgets would have to reflect this.

Executive Committee meeting expenses are budgeted at \$6,200 (2024/25- \$5,400) which reflects a plan to continue with the current complement of electronic and in-person meetings.

Council Committees meeting expenses are budgeted at a total of \$nil (2024/25 - \$6,500) with the assumption that committees will meet electronically. In prior years Regional Planning Committee and Trust Programs Committee met in person once annually however no plans for this has come to the budget cycle at this juncture. The Governance Committee, Financial Planning Committee and Accessibility Committee will meet fully electronically.

LTC-direct expenses amount to \$97,000 (2024/25- \$94,000). Review of the budget that funds EC members while traveling to LTC meetings was undertaken and a revised budget of \$36,000 for this function was approved by EC. This year, staff hope to involve LTCs directly in their budget setting and aim to provide draft figures to each LTC for their consideration and input later in the budget cycle. These costs include travel costs for LTC chairs and trustees, venue rental costs, LTC communications, APC meeting costs, and costs of taking meeting minutes.

LTC project expenses are budgeted at \$365,500 (2023/24- \$566,500) for LTC projects which includes an allowance for upcoming, currently unknown LTC projects (\$36,500). A breakdown of LTC project funding requests is as follows:

ITEM	AMOUNT	TOTAL	Funding Source
<u>Specific Projects >\$5000:</u>			
DE: Denman Island Housing Review - Phase 2	\$ 12,000		taxes
GM: Gambier OCP/LUB Amendments Implementation	\$ 10,000		taxes
GB: Gabriola OCP/LUB - Phase 3	\$ 30,000		taxes
LA: OCP and LUB Review - Phase 1	\$ 15,500		taxes
MA: Housing Options - Year 2	\$ 8,000		taxes
NP: Housing Access and Affordability - Year 2	\$ 8,000		taxes
SS: OCP/LUB - Year 2	\$ 174,000		reserve/taxes
		\$ 257,500	
<u>Minor Projects Placeholder:</u>			
Pool for Allocation to LTCs in Year		\$ 36,500	taxes
Total Specific LTC Projects		\$ 294,000	
<u>SSI LTC projects proposed for funding from Special Tax Reserve Funds:</u>			
SSIWPA Plan Coordination	\$ 55,000		reserve funds
SSI Groundwater Sustainability Strategy	16,500	\$ 71,500	reserve funds
Total planned spending on LTC projects		\$ 365,500	

Planning staff have completed an assessment of the feasibility of completing all planning projects in a single fiscal year. This report is included with the budget materials to in budget recommendations and decisions.

Islands Trust Conservancy expenses, (excluding ITC staff salaries and benefits of \$904,000), amount to \$350,000 in the 2025/26 draft budget (2024/25- \$324,000). The increase in budget is primarily due to the following:

- \$10,000 increase to conservation planning and land securement. There is a minimum requirement to spend \$37,000 in this area of work under the approved Environment and Climate Change Canada grant.
- \$9,000 increase to ecosystem mapping. There is a minimum requirement to spend \$9,200 in this area of work under the approved Environment and Climate Change Canada grant.

- \$8,000 increase to legal costs to address increased complexity of legal needs for land conservation and management in the Trust Area.
- \$19,000 increase for professional services which will pay for new bookkeeping services (\$4,000), a funder-required Species at Risk program evaluation (\$7000), and a consultant on First Nations work and liaison activities, required by the ECCC grant.
- \$9,000 increase that consists of a \$3,000 increase to each of board training and conferences, safety for GPS locator monitoring and \$3,000 property management

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.

Office leases and associated costs amount to \$544,000 (2024/25- \$515,000,000). Staff office spaces remain in Victoria, and on Gabriola Island and on Salt Spring Island. A smaller on-island office lease remains in use on Galiano Island historically used by trustees and planning staff for meetings with members of the public. Staff will review the value of this office space with Galiano trustees and staff who use it, and will provide updates in future budget versions for FPC's consideration.

The primary driver of increases in this area is typically 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. While this trend continues for the Gabriola Island and Victoria office spaces, a leasehold inducement of approximately \$13,000 for the new Salt Spring Island office space means fewer months of lease costs next year related to this space. Without this leasehold inducement, this figure would be a higher budget amount.

FOI & Records Management is budgeted at \$15,000 (2024/25 - \$5,000). This budget line is for hiring contractors who assist in addressing Freedom of Information requests and records management issues.

Recruitment & Labour Relations has a budget of \$22,000 (2024/25 – \$96,000) to fund advertisements for job postings and contracted human resource assistance from the Public Service Agency. The decrease over the previous year is due to the \$75,000 amount budgeted in the prior year for CAO recruitment.

Payroll Processing is budgeted at \$20,000 (2024/25 – \$20,000) reflecting expenses paid to the public service agency for processing staff payroll.

Insurance costs will increase by no more than 10% over the prior year, per our insurance provider. Out of caution, budgets have been updated to reflect this full amount and reflect estimated costs of \$218,000 (2023/24- \$198,000. When actual increases are received from our insurer in January or February, this amount will be updated. The bulk of Islands Trust insurance costs relate to 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 \$230,000 (2024/25- \$214,000).

- Legal General is budgeted at \$76,000, which is lower than 2024/25 budget but is in line with the forecasted spending in the area for the current 2024/25 year. The legal general budget pays for legal opinions, interpretations and advice on various topics not associated with litigation or claims files. Management has increased rigor around spending in this area, but acknowledges this term's Council is tending to lean into legal opinions quite frequently which may drive costs up in this area.

- Legal for Bylaw Enforcement has been budgeted at \$78,000, consistent with the 2024/25 budget. This amount does not reflect existing enforcement levels in the Islands, which forecasts \$96,000 of spending in this area (excluding extraordinary costs for Thetis Island property clean up). The \$78,000 draft budget may need revision in future budget iterations, though changes in levels of bylaw enforcement may influence this differently.
- Legal Litigation is budgeted at \$76,000 (2024/25 - \$42,000) higher than the 2024/25 budget. The current year 2024/25 approved budget was reduced by Trust Council in an effort to reduce tax increases at budget approval time last March. It was acknowledged at that time that overspending in this area would need be funded from surplus as the year progressed. Islands Trust has experienced overspending in this area in the current year and forecasts actual spending in this line to reach approximately \$133,000 at year's end, which reflects historical spending levels for legal litigation. Because this year sees overspending in legal litigation funded by surplus, there is limited surplus funding available to take this same approach to the budget line in the 2025/26 budget. Staff recommend re-evaluation of this approach to the legal litigation budget in the next iteration of the budget.

Software Support and Licensing expenses are budgeted at \$189,000 (2024/25- \$204,000), which includes costs for the many software systems used by the Trust in their everyday work. Amounts for this area are reduced over the prior year as MS license cost of \$34,000 is being purchased in the current year. This offsets increases for other software systems.

Computer Hardware and Software expenses have been budgeted at \$156,000 (2024/25- \$182,000) which includes costs for the following:

- \$ 75,000 for replacement of the storage network server
- \$ 4,000 for the purchase of GPS locators for field work
- \$ 7,000 for uninterruptible power supplies, and data sticks that need to be replaced,
- 5,000 for contingent hardware purchases
- \$ 37,000 for the purchase of 16 new computers (11 Laptops, 5 Desktops. These computer purchases are part of our cyclical replacement program.
- \$ 29,000 in contracted technical support to complete these projects

Contracted Temporary Staffing expenses have been budgeted at \$15,000 (2024/25 \$25,000). These are costs that will be incurred for contractors who are backfilling for staff vacancies throughout the year, and for planned hiring of temp agency workers for small initiatives.

Professional Consultant Fees are budgeted at \$19,000 (2024/25 \$0). This budget line reflects amounts to hire professionals to conduct work on behalf of Islands Trust. The amount in the budget reflects costs that will be incurred for a grant-required evaluation of the Species at Risk program, as well as First Nations perspectives on species at risk.

Strategic plan projects with budget funding requests reflect the initiatives approved by Trust Council as part of their strategic plan, and amount to \$144,000 (2024/25- \$316,000), broken down in the following list:

• Reconciliation Action Plan	\$ 50,000
• Policy Statement Amendment	\$ 20,000
• Stewardship Education Program	\$ 17,000
• Secretariat Services	\$ 17,000
• Trustee Remuneration Review	\$10,000
• Trust Council Policy Review	\$10,000

Business cases outlining rationale for each funding request is attached to the agenda.

Surplus balances: Excess surplus funds in the General Revenue Surplus Fund, over and above the policy required minimum, at the end of the current fiscal year (2024/25) are expected to be fully exhausted, based on the second quarter forecast. This results in no available excess surplus to draw on in next year's draft 2025/26 budget. Staff understand the history of Islands Trust whereby forecasts are optimistic in spending and are generally not fully realized. As such, a modest draw from general surplus has been included in the draft 2025/26 budget of \$70,000 in anticipation that historical norms will unfold in the current year. Staff will monitor surplus balances as the budget cycle progresses and will update draft budget draws as needed.

ATTACHMENT(S):

1. 2025/26 Numeric Budget Detail
2. Funding Requests from LTCs, Council Committees, ITC Board

FOLLOW-UP: As directed.

Prepared By:	Finance Officer
Reviewed By:	Director, Administrative Services
	Financial Planning Committee

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2025/26

0

	2023/24	2024/25		2025/26	Budget-Budget Comparisons		Budget-Forecast Comparisons		Budget-Actual Comparisons	
	ACTUALS	Approved BUDGET	Forecast to March 31, 2025	Draft BUDGET	Budget Change \$	Budget Change %	Change \$	Change %	Draft budget vs 2024 actuals	Draft Budget to 2024 actuals % change
REVENUE										
Fees	190,453	275,500	165,000	198,100	(77,400)	-28%	33,100	20%	7,647	4%
Provincial Grant - Unrestricted	180,000	180,000	180,000	180,000	-	0%	-	0%	-	0%
Provincial Grant - FN Engagement	40,000	77,000	77,000	26,000	(51,000)	-66%	(51,000)	-66%	(14,000)	-35%
Provincial Grant - LG Climate Action Funds	149,665	38,082	38,000	-	(38,082)	-100%	(38,000)	-100%	(149,665)	-100%
Provincial Grant - Complete Communities (SSI LTA)	-	126,000	150,000	-	(126,000)	-100%	(150,000)	-100%	-	0%
Provincial Grant - LG Development Applications	107,144	-	53,000	-	-	0%	(53,000)	-100%	(107,144)	-100%
Provincial Grant - Restricted - Housing Initiatives	-	127,336	127,000	-	(127,336)	-100%	(127,000)	-100%	-	0%
Provincial Grant - Restricted (Freshwater Initiatives/Healthy V	34,149	-	16,000	-	-	0%	(16,000)	-100%	(34,149)	-100%
Federal Grant - Restricted (ITC SAR)	220,000	220,000	220,000	220,000	-	0%	-	0%	-	0%
Federal Grant - Restricted - ECCC	-	65,500	66,000	134,930	69,430	106%	68,930	104%	134,930	0%
Contingent Grants - Projects	-	1	8,000	1	-	0%	(7,999)	-100%	1	0%
Property Tax Levy - LTA Base	8,046,628	8,555,040	8,555,000	8,555,040	-	0%	40	0%	508,412	6%
Property Tax Levy - LTA General Increase	-	-	-	585,160	585,160	0%	585,160	0%	585,160	0%
Property Tax Levy - LTA NMC Increase	-	-	-	39,050	39,050	0%	39,050	0%	39,050	0%
Special Tax Requisition - SSI LTA (SSIWPA)	43,500	-	-	-	-	0%	-	0%	(43,500)	-100%
Property Tax Levy - Bowen Base	345,989	391,260	391,000	391,260	-	0%	260	0%	45,271	13%
Property Tax Levy - Bowen General Increase	-	-	-	65,880	65,880	0%	65,880	0%	65,880	0%
Property Tax Levy - Bowen NMC Increase	-	-	-	4,190	4,190	0%	4,190	0%	4,190	0%
Investment Income	319,327	260,000	255,000	239,000	(21,000)	-8%	(16,000)	-6%	(80,327)	-25%
							-			
Total Revenue	9,678,630	10,315,719	10,301,000	10,638,611	322,892	3%	337,611	3%	959,981	11%
EXPENSES										
Amortization expense	154,425	224,000	187,000	229,000	5,000	2%	42,000	22%	74,575	48%
Applications sponsored by EC	16,136	15,000	15,000	25,000	10,000	67%	10,000	67%	8,864	55%
Gain/Loss on Disposal	-	-	-	-	-	0%	-	0%	-	0%
NAPTEP Applications sponsored by EC	275	1,000	1,000	1,000	-	0%	-	0%	725	264%
History and Heritage Funding Grants-in-Aid	-	-	-	6,000	6,000	0%	6,000	0%	6,000	0%
Audit	29,173	22,000	22,000	25,000	3,000	14%	3,000	14%	(4,173)	-14%
Bank Charges & Interest	5,078	3,500	5,000	3,600	100	3%	(1,400)	-28%	(1,478)	-29%
Moneris Fees	264	-	2,000	6,000	6,000	0%	4,000	200%	5,736	2173%
Board of Variance	839	1,200	1,000	1,450	250	21%	450	45%	611	73%
Carbon Offset Purchases	-	-	-	-	-	0%	-	0%	-	0%
Committee Meeting Expense - FPC	-	-	-	-	-	0%	-	0%	-	0%
Committee Meeting Expense - RPC	2,171	-	-	-	-	0%	-	0%	(2,171)	-100%
Committee Meeting Expense - TPC	1	3,700	-	-	(3,700)	-100%	-	0%	(1)	-100%
Committee Meeting Expense - CAOHC	32	-	1,000	-	-	0%	(1,000)	-100%	(32)	-100%
Committee Meeting Expense - Governance	219	-	-	-	-	0%	-	0%	(219)	-100%
Committee Meeting Expense - Accessibility*	-	-	-	-	-	0%	-	0%	-	0%
Cultural Working Group	-	-	-	-	-	0%	-	0%	-	0%
Communications and ITC Fundraising	64,003	73,000	67,000	60,000	(13,000)	-18%	(7,000)	-10%	(4,003)	-6%
FN Protocol Funds	-	-	-	-	-	0%	-	0%	-	0%
SW Support and Licensing	152,169	203,600	204,000	189,000	(14,600)	-7%	(15,000)	-7%	36,831	24%
Internet	47,949	46,700	48,000	47,100	400	1%	(900)	-2%	(849)	-2%
Technical Support	56,356	100,000	100,000	91,000	(9,000)	-9%	(9,000)	-9%	34,644	61%
Meeting Streaming Services	14,627	15,000	15,000	15,000	-	0%	-	0%	373	3%
Contingency	-	-	-	-	-	0%	-	0%	-	0%
Contracted Temporary Staffing	30,083	20,000	27,000	15,000	(5,000)	-25%	(12,000)	-44%	(15,083)	-50%
Professional Consultant Fees	-	-	8,000	19,000	19,000	0%	11,000	138%	19,000	0%
Elections - General	-	-	-	-	-	0%	-	0%	-	0%
Elections - By-elections	-	-	-	-	-	0%	-	0%	-	0%
Insurance	211,514	198,300	199,000	218,130	19,830	10%	19,130	10%	6,616	3%
ITC - Board Honoraria	6,250	7,000	5,000	7,000	-	0%	2,000	40%	750	12%
ITC - Board Meeting Expense	2,525	2,850	3,000	2,850	-	0%	(150)	-5%	325	13%
ITC - Board Training & Conferences	961	1,600	2,000	4,600	3,000	188%	2,600	130%	3,639	378%
ITC - Property Management	135,926	166,140	150,000	168,460	2,320	1%	18,460	12%	32,534	24%
ITC - Conservation Planning & Land Securement	12,837	26,550	15,000	37,000	10,450	39%	22,000	147%	24,163	188%
ITC - Ecosystem Mapping	3,545	-	13,000	9,200	9,200	0%	(3,800)	-29%	5,655	160%
Land Title Registrations	3,079	4,750	3,000	4,750	-	0%	1,750	58%	1,671	54%
Legal - general	90,595	96,100	68,000	76,100	(20,000)	-21%	8,100	12%	(14,495)	-16%
Legal - bylaw enforcement litigation	127,570	75,700	221,000	77,970	2,270	3%	(143,030)	-65%	(49,600)	-39%
Legal - litigation defence	144,177	41,800	133,000	75,800	34,000	81%	(57,200)	-43%	(68,377)	-47%
LTC "Trustee Expenses"	2,028	4,430	8,000	4,900	470	11%	(3,100)	-39%	2,872	142%
LTC "Executive Expense on LTC's"	25,965	36,900	37,000	36,000	(900)	-2%	(1,000)	-3%	10,035	39%
LTC Meeting Expenses	42,351	36,260	39,000	39,000	2,740	8%	-	0%	(3,351)	-8%
LTC Local Exp APC Meeting Expenses	6,646	9,500	9,000	9,800	300	3%	800	9%	3,154	47%
LTC Local Exp Communications	5,749	6,850	8,000	7,000	150	2%	(1,000)	-13%	1,251	22%
Meeting Expense	136,495	137,400	139,000	147,200	9,800	7%	8,200	6%	10,705	8%
Memberships	16,871	19,000	19,000	19,480	480	3%	480	3%	2,609	15%
Notices - Statutory & Non-Statutory	16,371	17,000	15,000	17,500	500	3%	2,500	17%	1,129	7%
FOI & Records Management*	4,316	5,000	5,000	15,000	10,000	200%	10,000	200%	10,684	248%
Office - Lease costs	445,559	455,400	455,000	471,300	15,900	3%	16,300	4%	25,741	6%
Office - Outside services	60,445	59,100	59,000	72,200	13,100	22%	13,200	22%	11,755	19%
Postage, Courier & Delivery	7,428	7,800	9,000	8,050	250	3%	(950)	-11%	622	8%
Recruitment & Labour Relations	22,059	96,000	96,000	21,630	(74,370)	-77%	(74,370)	-77%	(429)	-2%
Payroll Processing*	20,864	19,500	22,000	20,090	590	3%	(1,910)	-9%	(774)	-4%
Safety	4,790	7,040	7,000	16,360	9,320	132%	9,360	134%	11,570	242%
Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	2,445,810	2,877,108	2,793,000	3,188,313	311,205	11%	395,313	14%	742,503	30%
Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	619,387	730,785	709,000	809,832	79,046	11%	100,832	14%	190,444	31%
Sal & Ben - Salaries - Planners & RPMs	1,502,765	1,593,281	1,667,000	1,656,403	63,123	4%	(10,597)	-1%	153,639	10%
Sal & Ben - Benefits - Planners & RPMs	379,972	404,693	424,000	420,726	16,033	4%	(3,274)	-1%	40,755	11%
Sal & Ben - Salaries - Planning Support	426,092	497,794	459,000	503,797	6,003	1%	44,797	10%	77,705	18%
Sal & Ben - Benefits - Planning Support	107,563	126,440	116,000	127,964	1,525	1%	11,964	10%	20,401	19%
Sal & Ben - Salaries - Bylaw	319,897	320,828	336,000	336,217	15,389	5%	217	0%	16,319	5%
Sal & Ben - Benefits - Bylaw	80,890	81,490	85,000	85,399	3,909	5%	399	0%	4,509	6%
Stationery & Office Supplies	22,797	21,300	18,000	25,240	3,940	18%	7,240	40%	2,443	11%
Tech Supplies	12,965	9,300	9,000	13,570	4,270	46%	4,570	51%	605	5%
Subscriptions	12,042	7,900	7,000	11,900	4,000	51%	4,900	70%	(142)	-1%
Telephone	13,535	16,100	16,000	16,100	-	0%	100	1%	2,565	19%
Mobile Devices	26,897	21,300	26,000	27,470	6,170	29%	1,470	6%	573	2%
Training - Organization-wide	3,130	5,000	5,000	5,000	-	0%	-	0%	1,870	60%

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2025/26

0										
	2023/24	2024/25		2025/26	Budget-Budget Comparisons		Budget-Forecast Comparisons		Budget-Actual Comparisons	
	ACTUALS	Approved BUDGET	Forecast to March 31, 2025	Draft BUDGET	Budget Change \$	Budget Change %	Change \$	Change %	Draft budget vs 2024 actuals	Draft Budget to 2024 actuals % change
Training - staff recognition & meetings	9,623	10,000	12,000	10,280	280	3%	(1,720)	-14%	657	7%
Training & Conferences	43,980	61,150	60,000	53,000	(8,150)	-13%	(7,000)	-12%	9,020	21%
Travel for Training	29,229	32,850	36,000	28,150	(4,700)	-14%	(7,850)	-22%	(1,079)	-4%
UBCM/AVICC Convention		-	-	27,800	27,800	0%	27,800	0%	27,800	0%
Travel	77,892	79,370	88,000	86,475	7,105	9%	(1,525)	-2%	8,583	11%
Trustee Remuneration	587,528	610,870	608,000	626,241	15,371	3%	18,241	3%	38,713	7%
Trustee Remuneration - CPP Expense	26,725	21,670	22,000	22,218	547	3%	218	1%	(4,508)	-17%
Trustee Remuneration - Health/Dental benefits	63,837	65,870	67,000	67,683	1,813	3%	683	1%	3,846	6%
Trustee Remuneration - MSP Benefits		-	-	-	-	0%	-	0%	-	0%
Trustee Remuneration - Pay in Lieu of benefits	-	-	-	-	-	0%	-	0%	-	0%
Trustee Remuneration - Employer Health Tax	11,567	11,912	12,000	12,212	300	3%	212	2%	645	6%
Trustee Remuneration - Executive on LTCs		-	-	-	-	0%	-	0%	-	0%
Operating Budget Subtotal	8,955,525	9,873,682	10,017,000	10,482,510	608,828	6%	465,510	5%	1,526,985	19%
Amortization budget adjustment (not taxed for)		(224,000)		(229,000)	(5,000)	2%				
Net Operating Budget Subtotal	8,955,525	9,649,682	10,017,000	10,253,510	603,828	6%	465,510	5%	1,526,985	19%
PROJECTS										
LTA Projects:										
LTA Work Funded by Special requisition (SWIPPA)	800	-		-	-	0%	-	0%	(800)	-100%
LTC Projects funded by Special Requisition (SSWPA) Surplus F	-	73,000	-	71,500	(1,500)	-2%	71,500	0%	71,500	0%
LTC Projects, partially funded by LTC reserve fund	71,114	493,500	328,000	294,000	(199,500)	-40%	(34,000)	-10%	222,886	313%
LTC Projects Funded by Approved Grants (590) - SSI LTA	-	-	-	-	-	0%	-	0%	-	0%
LTC Projects Funded by Contingent Grants (590)		1	8,000	1	-	0%	(7,999)	-100%	1	0%
					-	0%	-	0%	-	0%
					-	0%	-	0%	-	0%
Strategic and Governance Projects					-	0%	-	0%	-	0%
Reconciliation Program	17,925	25,000	25,000	50,000	25,000	100%	25,000	100%	32,075	179%
Policy Statement Amendment	12,213	81,000	81,000	20,000	(61,000)	-75%	(61,000)	-75%	7,787	64%
Stewardship Education Program	7,799	15,000	14,000	17,000	(8,000)	-53%	3,000	21%	9,201	118%
Secretariat Services	11,985	15,000	15,000	17,000	(64,000)	-427%	2,000	13%	5,015	42%
Freshwater Sustainability Strategy				-						
Trustee Remuneration Review				10,000						
Trust Council Policy Review				10,000						
Housing Needs Assessments	-	127,336	127,000	-	(15,000)	-12%	(127,000)	-100%	-	0%
Housing Strategy	26,779	30,000	20,000	-	(15,000)	-50%	(20,000)	-100%	(26,779)	-100%
First Nations Engagement Plan	-	20,000	20,000	-	(127,336)	-637%	(20,000)	-100%	-	0%
Governance Committee Project Funds	-	3,000	-	-	(3,000)	-100%	-	0%	-	0%
Operational Projects										
LG Development Approvals Program: PS	107,144	-	53,000	-	-	0%	(53,000)	-100%	(107,144)	-100%
Cityview: Bylaw Portal		90,000	90,000	-	(90,000)	0%	(90,000)	-100%	-	0%
Building Footprint: Data Update		10,000	10,000	-	(10,000)	0%	(10,000)	-100%	-	0%
Projects Total	290,993	982,837	807,000	489,501	(569,336)	-58%	(337,499)	-42%	178,508	61%
									-	
Total Operating + Projects Expenditures	9,246,517	10,632,519	10,824,000	10,743,011	39,492	0%	0	0%	1,705,494	18%
CAPITAL										
Coast Salish Art for Main Offices		-	-	2,000						
Computer H/W & S/W	10,283	181,700	182,000	156,100	(25,600)	-14%	(25,900)	-14%	145,817	1418%
Office - Equipment & Furniture	2,883	5,000	5,000	7,000	2,000	40%	2,000	40%	4,117	143%
Salt Spring Island Office Move	4,754	160,000	216,000	-	(160,000)	-100%	(216,000)	-100%	(4,754)	-100%
Trust Council Hardware Upgrade		-	-	-	-	0%	-	0%	-	0%
Total Capital Spending	17,920	346,700	403,000	165,100	(183,600)	-53%	(239,900)	(1)	145,180	810%
Total Cash Operating, Projects, Capital Budget	9,264,437	10,979,219	11,227,000	10,908,111	(149,108)	-1%	(111,889)	(1)	1,850,674	20%
Net Surplus (Shortfall)	414,193	(663,500)	(926,000)	(269,500)	394,000	-59%	656,500	-71%	(683,692)	-165%
Less non cash amort										
Surplus (deficit)	414,193	(663,500)	(926,000)	(269,500)	394,000	-59%	656,500	(1)	(683,692)	(2)
Funded by:										
Change in Amounts invested in Tangible Capital Assets	32,392	-	215,000	-						
Transfer from (to) General Revenue Surplus Fund	(347,101)	371,500	511,000	70,000						
Transfer from (to) LTC Project Specific Reserve Fund	(56,784)	219,000	200,000	128,000						
Transfer (to) from Special Tax Requisition Fund	(42,700)	73,000	-	71,500						
Net Balance	(0)	(0)	-	0	394,000	(1)	656,500	(1)	(683,692)	29

Area	Project/Area	Prior Year Carryover \$ - allocated from surplus	New \$ allocated from surplus	Total Surplus Funding in 2025/26	Dept	BIM Contrib Factor	\$ Credit to BIM
<u>Allocation of Funding Transferred from General Revenue Surplus Funds:</u>							
Strat	Reconciliation Program	-	50,000	50,000	TC	100%	50,000
Strat	Policy Statement Amendment	-	20,000	20,000	TC	100%	20,000
Prog	Stewardship Education Program	-	-	-	TC	100%	-
Prog	Secretariat Services	-	-	-	TC	100%	-
Strat	Freshwater Sustainability Strategy	-	-	-	PS	0%	-
Gov	Trustee Remuneration Review	-	-	-	TC	100%	-
Gov	Trust Council Policy Review	-	-	-	Admin	33%	-
Total transfer from General Revenue Surplus Fund (GRSF)		-	70,000	70,000			70,000 To BIM Calc
<u>Allocation of Funding Transferred from SSIWPA Special Requisition Surplus Funds:</u>							
	SSIWPA Plan Coordination	55,000	\$ -	\$ 55,000	LPS - SSI	0%	\$ -
	SSI Groundwater Sustainability Strategy	16,500	\$ -	\$ 16,500	LPS - SSI	0%	\$ -
Total transfer from SSIWPA reserve fund		71,500	-	71,500			\$ -
<u>Allocation of Funding Transferred from LTC Project Specific Reserve Fund:</u>							
	Pool for Allocation to LTCs in Year	-	-	\$ -	LPS	0%	\$ -
	Salt Spring Bylaw Review - (OCP/LUB)	128,000	-	\$ 128,000	LPS	0%	\$ -
		128,000	-	128,000			\$ -
TOTAL TRANSFER FROM ALL SURPLUS AND RESERVE FUNDS				\$ 269,500			

Islands Trust
Proposed Staffing
Fiscal Year 2025/26

CATEGORY	DESCRIPTION	AMOUNT	Funding Source
STAFFING, Temporary (T)			
	<u>Temporary Policy Advisor (FT, 12 months), funded by taxes</u>		
	Salary	100,300	
	Benefits	25,500	
	Travel	-	
	Mobile Phone (none)	-	
	Computer - Desktop	1,800	
	Training	500	
	Total	128,100	<i>Taxes</i>
	<u>Planning Services Co-op Student (FT, 4 months), funded by taxes</u>		
	Salary	17,700	
	Benefits	4,500	
	Pacific Leaders Tuition Grant	1,259	
	Travel	100	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total	23,559	<i>Taxes</i>
	<u>ITC Species at Risk Co-op Student (FT, 4 months), funded by grants</u>		
	Salary	17,200	
	Benefits	3,900	
	Pacific Leaders Tuition Grant	1,000	
	Travel	2,000	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total	24,100	<i>Grant</i>
	Total Temporary Staff Costs	175,759	

Islands Trust
Proposed Strategic Plan & Governance Projects
Fiscal Year 2025/26

DESCRIPTION		AMOUNT	Funding Source
<u>STRATEGIC PLAN PROJECTS:</u>			
#4.6	Reconciliation Program	50,000	surplus
#3.1, 4.4, 5.6	Policy Statement Amendment	20,000	surplus
#4.3	Stewardship Education Program	17,000	taxes
#5.2	Secretariat Services	17,000	taxes
#2.4	Freshwater Sustainability Strategy	-	
Total Strategic Plan Projects		104,000	
<u>GOVERNANCE-RELATED INITIATIVES:</u>			
	Trustee Remuneration Review	10,000	taxes
	Trust Council Policy Review	10,000	taxes
Total Governance-Related Initiatives		20,000	
Total Proposed Strategic Plan and Governance Initiatives		124,000	

ISLANDS TRUST
Fiscal Year 2025/26
PROPOSED LTC PROJECTS

ITEM	AMOUNT	TOTAL	Funding Source
<u>Specific Projects >\$5000:</u>			
DE: Denman Island Housing Review - Phase 2	\$ 12,000		taxes
GM:Gambier OCP/LUB Amendments Implementation	\$ 10,000		taxes
GB:Gabriola OCP/LUB - Phase 3	\$ 30,000		taxes
LA: OCP and LUB Review - Phase 1	\$ 15,500		taxes
MA: Housing Options - Year 2	\$ 8,000		taxes
NP:Housing Access and Affordability - Year 2	\$ 8,000		taxes
SS:OCP/LUB - Year 2	\$ 174,000		reserve/taxes
		\$ 257,500	
<u>Minor Projects Placeholder:</u>			
Pool for Allocation to LTCs in Year		\$ 36,500	taxes
Total Specific LTC Projects		\$ 294,000	
<u>SSI LTC projects proposed for funding from Special Tax Reserve Funds:</u>			
SSIWPA Plan Coordination	\$ 55,000		reserve funds
SSI Groundwater Sustainability Strategy	16,500	\$ 71,500	reserve funds
Total planned spending on LTC projects		\$ 365,500	

BRIEFING

To: Financial Planning Committee **For the Meeting of:** November 13, 2024

From: Executive Committee **Date Prepared:** November 8, 2024

SUBJECT: Executive Committee 2025/26 Budget Submission

PURPOSE:

To advise the Financial Planning Committee of 2025/26 budget requests related to responsibilities of Executive Committee.

BACKGROUND:

At its September 2024 meeting, the Executive Committee considered its budget needs for the 2025/26 fiscal year and passed the following resolution:

EC-2024-113

that Executive Committee forward its 2025/26 budget requests to Financial Planning Committee for inclusion in the draft 2025/26 budget:

1. \$135,000 for Trust Council Meetings
2. \$6,000 for Trust Council Training and Conferences
3. \$4,000 for Trust Council Travel For Training
4. \$6,200 for Executive Committee Meeting Expense
5. \$2,500 for Executive Committee Training and Conferences
6. \$2,000 for Executive Committee Travel for Training
7. \$27,800 for UBCM/AVICC Conventions
8. \$6,000 for History and Heritage Conservation Grants in Aid
9. \$25,000 for Planning Application Sponsorship
10. \$1,000 for NAPTEP Application Sponsorship
11. \$50,000 for Public Communications
12. \$50,000 for Reconciliation Action Plan Implementation

Support for EC's September 2024 budget requests are as follows:

OPERATIONS & STAFFING			
Potential funding request	Approved 2024/25 Budget	Proposed 2025/26 Budget	Notes
1. Trust Council Meetings	\$126,000	\$135,000	Assumes 4 in-person Trust Council meetings; two on a gulf island and two on Vancouver Island, adjusted for inflation to account for the rising costs of hosting Trust Council meetings.

2. Trust Council Training and Conferences	\$5,000	\$6,000	The proposed 2025/26 budget is based on an average of past 3 years, increased for inflation. This program is guided by Trust Council Policy 6.12.1 Trustee Training/Conference Attendance. See also, Trust Council Policy 7.2.3 Trustee Travel. Prior year actual spending: FY2023: \$3,000 FY2024: \$10,757 FY2025 budget: \$5,000
3. Trust Council Travel for Training	\$2,000	\$4,000	The proposed 2025/26 budget is based on an average of past 2 years, increased for inflation. This program is guided by Trust Council Policy 7.2.3 Trustee Travel. Prior year actual spending: FY2024: \$6,021 FY2025 budget: \$5,000
4. Executive Committee Meeting Expense	\$5,400	\$6,200	Assumes 4 in person meetings. Based on recent in-person meetings costs plus 3% increase to account for inflation.
5. Executive Committee Training and Conferences	\$7,500	\$2,500	This item is guided by Trust Council Policy 6.12.1 Trustee Training/Conference Attendance. See also Trust Council Policy 7.2.3 Trustee Travel The proposed 2025/26 budget is reduced from previous years as a dedicated budget line for AVICC/UBCM Conventions has been created and as such amounts for these activities are reflected in the new line.
6. Executive Committee Travel for Training	\$7,500	\$2,000	Reduced to reflect AVICC/UBCM in dedicated line (see below)
7. UBCM/AVICC Conventions	NA <i>*new line for FY2025/26</i>	\$27,800	Attendance at UBCM and AVICC is guided by Trust Council Policy 6.12.2 UBCM/AVICC Membership and Resolutions
TRUST COUNCIL PROGRAMS			
Potential funding request	Approved 2024/25 Budget	Proposed 2025/26 Budget	Notes
8. History and Heritage Conservation Grants-in-Aid	\$ Not Funded	\$6,000	This program is guided by Trust Council Policy 2.1.14 (History And Heritage Conservation Grants-In-Aid) Prior year actual spending: FY2023: \$6,000 FY2024: not funded

			FY2025 budget: not funded Program background available at: https://islandstrust.bc.ca/programs/history-and-heritage-grants-in-aid/
9. Planning Application Sponsorship	\$15,000	\$25,000	Sponsorship of Land Use applications is guided by Trust Council Policy 4.1.13 (Guidelines for Executive Committee Sponsored or Local Trust Committee Initiated Development Applications) Application fees increased in FY2023 when LTCs adopted new fees bylaws. LTC fees bylaws stipulate an automatic increase in fees of 2% annually. Prior year actual spending: FY2021: \$13,485 FY2022: \$7,150 FY2023: \$5,950 FY2024: \$16,136 FY2025 budget: \$15,000
10. NAPTEP Application Sponsorship	\$1,000	\$1,000	In 2022 Trust Council approved Policy 2.1.16 Guidelines For Executive Committee Sponsored Or Islands Trust Conservancy Initiated NAPTEP Applications regarding sponsorship of NAPTEP applications. This budget supports implementation of that policy. Prior year actual spending: FY2024: \$275 FY2025 budget: \$1,000
11. Public Communications (informed by Trust Council's Communications Strategy)	\$55,000	\$50,000	This budget request supports implementation of the Islands Trust Communications Strategy, approved by Executive Committee in February 2024. In addition to costs (est. \$22,000) associated with routine corporate communication functions (contracted graphic design, social media advertising/boosting, signage, annual report and publication re-printing etc.) this budget request supports: • \$5,000 - Process improvement and procedure creation via contracted specialist support • \$5,000 - Trust Area-wide promotion of budget consultation • \$3,400 - Annual report design, printing and mailing • \$4,000 - Graphic design for National Day for Truth and Reconciliation • \$1,500 - contractor support for Development of elements of Public Engagement Strategy • \$4,000 Continued website improvements

			\$5,000 as contingency communication funds available to be responsive to emerging issues. Prior year actual spending: FY2021: \$9,313 FY2022: \$15,104 FY2023: \$29,931 FY2024: \$50,000 FY2025 budget: \$55,000
TRUST COUNCIL PROJECTS			
Potential funding request	Approved 2024/25 Budget	Proposed 2025/26 Budget	Notes
12. Reconciliation Action Plan Implementation	\$25,000	\$50,000	Staff recommend increasing the reconciliation budget to respond to an anticipated increase in program activities due to having a permanent full-time Senior Indigenous Policy Advisor on staff and to reflect that a new Reconciliation Action Plan is anticipated to be in place by April 2025. The recommended funds and proposed breakdown below are intended to be placeholder amounts until a new Reconciliation Action Plan is adopted by Trust Council (anticipated by staff to be March 2025) The budgeted funds will be used towards contract advisors; trustee and staff travel, food, legal costs, venues and speaker honoraria/contract trainers for the Reconciliation Learning Group; and costs associated with working groups initiated under protocol agreements. The budget includes: \$27,500 for training of staff and trustees \$8,200 for operations (honoraria, gifts and contracted external advisors) \$12,000 for relationship-building activities (legal review of protocol agreements and costs of associated signing ceremonies, working group costs) This figure includes \$5,000 to support a potential feast hosted by Tsawout First Nation. This number is a guess and will be refined as information is received.) - There is also \$2,500 in contingency funds budgeted to support a response to emerging issues. Prior year actual spending: FY2023: \$ 7,219 FY2024: \$17,925 FY2025 budget: \$25,000 Note: 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 more engagement.

At its October 2024 meeting, the Executive Committee considered additional budget needs for the 2025/26 fiscal year and passed the following resolution:

EC-2024-134

That Executive Committee forward its 2025/26 budget requests to Financial Planning Committee for inclusion in the draft 2025/26 budget:

- 1) *\$36,000 for Executive Committee on local trust committee costs*
- 2) *\$128,050 for an Auxiliary (temporary) Senior Policy Advisor staff position in Trust Area Services*
- 3) *\$20,000 for the Policy Statement Amendment Project*
- 4) *\$2,000 for Purchase and Installation of Coast Salish Art in the Victoria, Salt Spring and Gabriola offices*

OPERATING ITEMS			
Potential funding request	Approved 2024/25 Budget	Proposed 2025/26 Budget	Notes
1. EC on LTC (Travel Cost for LTC Chairs to attend in person meetings)	\$36,900	\$36,000	Prior year actual spending: FY2022: \$12,000 FY2023: \$12,000 FY2024: \$12,000 FY2025 approved budget: \$36,900 FY2026 draft budget: \$30,600 Draft 2025/26 budget is estimated based on current year (2024/25) amounts incurred in the first quarter, which is the best representation of current activity and cost levels associated with LTC Chair travel to LTC meetings.
2. Auxiliary (temporary) Senior Policy Advisor Staff Position	NA	\$128,050	See business case for rationale.
TRUST COUNCIL PROJECTS			
3. Policy Statement Amendment Project	\$81,000	\$20,000	Prior year actual spending: FY2022: \$129,819 FY2023: \$67,430 FY2024: \$12,213 FY2025 approved budget: \$81,000 FY2026 draft budget: \$96,000 See business case for rationale.
4. Purchase and Installation of Coast Salish Art in the Victoria, Salt Spring and Gabriola offices	\$0	\$2,000	N/A

Business cases are not required for projects \$5,000 or less. Communications funding has historically been considered without a business case given its operational nature and beginning last fiscal year, the same approach is taken to Reconciliation funding.

ATTACHMENT(S): None

FOLLOW-UP: Staff will follow-up as directed.

Prepared By: Alexandra Trifonidis, Executive Coordinator

Reviewed By/Date: EC, October 30, 2024

TO BE COMPLETED BY INITIATOR

Requested by : Executive Committee	Budget Source :
Department: Trust Area Services	☒ Specific Project Funding ☒ Third Party Contractors ☐ Staff Travel Expense ☒ Staff Overtime Expense ☐ Computer Hardware/Software
Name of Request: Policy Statement Amendment Project (PSAP)	☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary
\$ Value of Request FY25/26 \$20,000 ¹ FY 26/27 \$15,000 estimated FY 27/28 \$ depends on implementation plan not yet developed Total: \$35,000 plus FY27/28 TBD Over \$300,000 has been spent since the project's inception in 2019 on public engagement, Indigenous Governing Bodies engagement, and other project-related expenses, in addition to considerable staff hours.	☒ Other – please describe: Communications (graphic design, messaging, advertising, printing) Budget Breakdown: To be determined by Executive Committee/Trust Council once staff provide revised project charter for consideration. However, based on the current proposed budget, staff propose a breakdown roughly as follows: \$5,000: Implementation of revised Communications Strategy \$5,000: Staff developed/delivered (with consultant advice) Trust-wide survey and virtual community workshop \$10,000: Legal services
Date of Submission to Finance: November 5, 2024	Funding Required for (date range): April 1, 2025 – March 31, 2026

¹ Assumes that \$42,000 in unspent project funds from fiscal 2024/25 will be available from General Revenue Surplus Fund and assumes that Trust Council will endorse a revised project charter with reduced engagement and communication activities.

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

Section 15 of the Islands Trust Act states:

Trust policy statement

15 (1) The trust council must, by bylaw, adopt a trust policy statement that applies to the trust area.

(2) The trust policy statement

- (a) must be a general statement of the policies of the trust council to carry out the object of the trust,
- (b) may establish different policies for different parts of the trust area, and
- (c) has no effect for the purposes of subsection (4) unless it is approved by the minister.

(3) Between first and second readings of a bylaw under subsection (1), the trust council must refer the proposed trust policy statement to the board of each regional district, all or part of which is in the trust area, for review and comment by the board.

(4) A bylaw

- (a) submitted to the executive committee under section 27 (1) or 38 (1), or
- (b) referred to the trust council under section 27 (3) or 38 (3)

must not be approved by the executive committee or the trust council, as the case may be, if it is contrary to or at variance with the trust policy statement.

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 in the 2018-2022 term, Trust Council requested that Executive Committee, with involvement from Trust Programs Committee as appropriate, review and develop recommendations for amendments to the Islands Trust Policy Statement, primarily through the priority lenses of reconciliation, climate change, and housing.

Islands Trust Council's Strategic Plan for 2022-2026 states that completing the Policy Statement Amendment Project is a strategic priority for the organization.

The Trust Council 2025-26 Budget Guideline Assessment includes this guideline: Considers any resourcing needs for strategic initiatives from the 2024-2028 Strategic Plan.

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 requests funding for the next stage of the Policy Statement Amendment Project (PSAP). In July 2021, Trust Council requested enhanced community engagement on the draft and directed staff to implement [32 resolutions](#). In September 2024, Trust Council adopted a project charter that projects First Reading by 2025 after community engagement. Due to staff vacancies in 2023 and 2024, and a longer than anticipated engagement period with Indigenous Governing Bodies, the project faced delays. Detailed project information is available on the [Islands 2050 webpage](#).

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 Indigenous Governing Bodies;
- substantial review and analysis by Trust Programs Committee, Executive Committee and Committee of the Whole; and
- periodic Trust Council discussion.

The project will be complete when the new Policy Statement is given three readings by Trust Council; approved by the Minister of Municipal Affairs; and adopted by Trust Council.

Trust Council [received](#) a communication strategy for the project in March 2023.

Current Project Status:

Staff developed a revised draft Policy Statement, as per Trust Council's [32 resolutions](#), after engaging with internal and external staff partners and seeking legal counsel. After inviting all Indigenous Governing Bodies in the Trust Area, staff engaged with nine Indigenous Governing Bodies to seek their early input on the draft. Staff presented a revised draft of the Policy Statement to Committee of the Whole in May 2024 along with a summary of comments from Indigenous Governing Bodies and recommendations for additional changes. Trust Council adopted a suite of changes to the draft Policy Statement in September 2024 and the Committee of the Whole continues to review and develop recommendations for amendments to Trust Council.

Staff have contracted a communications consultant to assist with the design and implementation of a communications strategy.

PROJECTED RESULTS/DELIVERABLES:

The April 2025-March 2026 work on this project will result in first, second and third reading of Policy Statement Bylaw No. 183. The funding requested will advance this through support for communications, an online survey developed by staff, and other activities directed via a revised project charter.

RISK ASSESSMENT:

The proposed recommended option of a \$20,000 budget for the Policy Statement Amendment Project in fiscal 2025/26 carries the following risks and options for mitigation:

Risk: A lack of public confidence in the project, and poor levels of public engagement or high levels of engagement at the wrong points in the project, due to the public circulating incorrect information or a lack of understanding.

- These risks can be mitigated through implementation of a revised project communications strategy.

Risk: A lack of public confidence in the project due to fewer engagement opportunities than previously expected:

- This risk can be mitigated by communications that emphasize that Trust Council is open to hearing from the public and providing clear direction on how to share views and feedback.

Risk: Adoption of revised Policy Statement in the winter of 2026 after the next local elections risks the project not being completed due to new priorities of the incoming Trust Council. (uncertain at time of writing if reduced project budget will result in earlier completion of project)

- This risk can 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 and public engagement process.
- This risk can be mitigated by reducing the timeline for public engagement.
- This risk is being addressed by Trust Council holding special meetings promptly when needed rather than considering the document only at regular quarterly meetings.

ALTERNATIVES CONSIDERED:

Option 1: \$20,000 (EC recommended)

Description – At its meeting of October 30, 2024 Executive Committee resolved that the 2025/26 budget for the Policy Statement Amendment Project should be reduced to \$20,000. Staff have not yet prepared a revised project charter to reflect the reduced budget, but anticipate that with this reduced budget public engagement activities would be limited to:

- a staff-developed/delivered (with consultant advice) public survey; and
- a staff-developed/delivered (with consultant advice) public webinar with Q/A session in addition to modest communication activities and legal review.

This option anticipates the following general milestones in fiscal 2025/26:

- Proactive and reactive communications about the project
- Virtual engagement with the public
- Approval in principle and/or First Reading

Benefits – Reduced cost and reduced need to backfill senior Policy Advisor position due to less project activity. Potentially reduced timeline.

Risks – See previous Risk Assessment section.

Financial implications – With \$42,000 projected to be left unspent at the end of fiscal 2024/25, no new funding would be required, and unspent funds would be in the General Revenue Surplus Fund for use for other initiatives.

Resource requirements – Uncertain until project charter revision approved. Requires significant support of Senior Policy Advisor and additional support from Director of Trust Area Services, and Communication Specialist. Staff hours required for revising the draft Policy Statement will depend on the scope of changes requested by Trust Council.

Other implications – None

Option 2: \$66,000

Description – This option includes the same elements as Option 1, but with public engagement developed and carried out by contractors with staff support, and with more resources allocated to communications. This option includes the following costed items:

- Communications: \$16,000 for further communications materials to support project implementation and specifically promotion of public engagement opportunities
- Legal: \$10,000 to support the legal aspects of the project as needed
- Virtual Community Workshop: \$10,000 for designed and delivery by contractor, with Islands Trust staff attending as subject matter experts
- Trust-wide survey: \$30,000, with \$28,000 for survey design and analysis by contractor and \$2,000 for printing, distribution and return mail costs for print copies of the survey.

Benefits – The public will receive a virtual engagement option (survey) and Trust Council will receive survey results collected in a consistent manner across the Trust Area; and engagement results of a virtual community

workshop that includes attendance by Islands Trust subject matter experts (possibly held over multiple days). Potentially reduced timeline.

Risks – Lack of on-Island engagement may lead some community members to feel that they have been insufficiently engaged in the process. This risk can be mitigated by communications that emphasize that Trust Council is open to hearing from the public and providing clear direction on how to share views and feedback.

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 skilled contractors will mitigate this risk.

Financial implications – \$42,000 would be carried over from fiscal 2024/25 to support this work, thus requiring \$24,000 in new funding.

Resource requirements – Requires the full-time support of Senior Policy Advisor and additional support from Director of Trust Area Services, and Program Coordinator, Communication Specialist and administrative staff. Staff hours required for revising the draft Policy Statement will depend on the scope of changes requested by Trust Council.

Other implications- None

Option 3: \$96,000²

Description – This option reflects the communications and engagement approach previously approved by Trust Council for fiscal 2024/25, but that due to staff vacancies was planned to be implemented in fiscal 2025/26.

This option anticipates the following general milestones in fiscal 2025/26:

- 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

This option includes the following costed elements:

- Communications: \$26,000 for Implementation of Communications Strategy (design, development and distribution of engagement materials and supports, promotional ads, mail-outs, etc.)
- Legal: \$10,000 to support legal review and advice to Trust Council, as needed
- On-Island Public Engagement: \$20,000 to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount for Trust Area-wide engagement 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 Area-wide survey: \$30,000, with \$28,000 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 for design and delivery by contractor, with Islands Trust staff attending as subject matter experts

² Assumes re-request of \$42,000 in unspent funds from fiscal 2024/25 that will go to the General Revenue Surplus Fund

Benefits – This is consistent with previous direction of Trust Council. The public will receive a virtual engagement option (survey) and Trust Council will receive survey results collected in a consistent manner across the Trust Area; and engagement results of a virtual community workshop that includes attendance by Islands Trust subject matter experts (possibly held over multiple days), in addition to referral responses from LTCs/BIM.

Risks – Risk: A lack of public confidence in the project, and poor levels of public engagement or high levels of engagement at the wrong points in the project, due to the public circulating incorrect information or a lack of understanding.

- These risks can be mitigated through implementation of the project communications strategy with support from an external consultant 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).

- This risk could be mitigated by Trust Council foregoing the proposed approval-in-principle step and moving straight to First Reading, with a concurrent referrals process and a coordinated public engagement process -could reduce the project's timeline by approximately five to six months.

Risk: Adoption of revised Policy Statement in the winter of 2026 after the next local elections risks the project not being completed due to new priorities of the incoming Trust Council.

- 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 public engagement process.
- This risk could be mitigated by foregoing or holding in-person public engagement over less than six months.
- This risk is being addressed by Trust Council holding special meetings promptly when needed rather than considering the document only at regular quarterly meetings.

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 skilled contractors will mitigate this risk.

Financial implications – Staff are forecasting that approximately \$42,000 will not be spent this fiscal year and will be allocated to the General Revenue Surplus Fund, thus requiring \$54,000 in additional funding for fiscal 2025/26.

Resource requirements – Requires the almost full-time support of Senior Policy Advisor and additional support from Director of Trust Area Services, 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 revising the draft Policy Statement will depend on the scope of changes requested by Trust Council. See workplan in the September Trust Council agenda package for estimates of resourcing needs.

Other implications - None

Option 4: \$56,000³

Description of activities in 2025/26 – Option 2, minus Trust Area-wide virtual workshop.

This option includes the following costed items:

- Communications: \$16,000 for communications materials to support project implementation, particularly promotion of public engagement opportunities
- Legal: \$10,000 to support legal review as needed
- Trust Area-wide survey: \$30,000 with \$28,000 for survey design and analysis by contractor and \$2,000 for printing, distribution and return mail costs for print copies of the survey

Benefits – Reduced cost to Trust Council. Potentially reduced timeline.

Risks – Lack of on-Island engagement may lead some community members to feel that they have been insufficiently engaged in the process. This risk can be mitigated by communications that emphasize that Trust Council is open to hearing from the public and providing clear direction on how to share views and feedback. Additionally, without the virtual workshop, Trust Council would lose a region-wide educational/engagement opportunity.

Financial implications – Staff are forecasting that approximately \$42,000 will not be spent this fiscal year and will be allocated to the General Revenue Surplus Fund, thus requiring \$14,000 in additional funding for fiscal 2025/26.

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 revising the draft Policy Statement will depend on the scope of changes requested by Trust Council.

Other implications- None

Option 5: \$86,000⁴

Description – This option would include all elements of Option 3 minus a Trust-wide virtual workshop. This option includes the following costed items:

- Communications: \$26,000 for further communications materials to support project implementation and to promote engagement opportunities during the six-month referral process
- Legal: \$10,000 to support legal review as needed
- On-Island Public Engagement: \$20,000 to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount for Trust Area-wide engagement 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: \$30,000 with \$28,000 for survey design and analysis by contractor and \$2,000 for printing, distribution and return mail costs for print copies of the survey.

³ Assumes re-request of \$42,000 in unspent funds from fiscal 2024/25

⁴ Assumes re-request of \$42,000 in unspent funds from fiscal 2024/25

Benefits – Reduced cost to Trust Council. Constituents receive a virtual engagement option (survey) and Trust Council receives survey results that are collected in a consistent manner across the Trust Area.

Risks – See Risk Assessment section for Option 2 above. Additionally, absence of a Trust Area-wide workshop will deprive Trust Area residents of an opportunity to learn about the Policy Statement prior to participating in engagement activities.

Financial implications – Staff are forecasting that approximately \$42,000 will not be spent this fiscal year and will be allocated to the General Revenue Surplus Fund, thus requiring \$44,000 in additional funding for fiscal 2025/26.

Resource requirements – Requires the full-time support of Senior Policy Advisor and additional support from Director of Trust Area Services, and Program Coordinator, Communication Specialist and administrative staff. Staff hours required for public engagement depend on the options selected by local trust committees/Bowen Island Municipal Council. Staff hours required for revising the draft Policy Statement will depend on the scope of changes requested by Trust Council.

Other implications - None

Option 6: \$66,000

Description – This option would include all elements of Options 3 minus a Trust-wide survey. This option includes the following costed items:

- Communications: \$26,000 for further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
- Legal: \$10,000 to support the legal aspects of the project as needed
- On-Island Public Engagement: \$20,000 to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.
- Virtual Community Workshop: \$10,000 for design and delivery by contractor, with Islands Trust staff attending as subject matter experts

Benefits – Reduced cost to Trust Council. 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 – \$42,000 would be carried over from fiscal 2024/25 to support this work, thus requiring \$24,000 in new funding.

Resource requirements – Requires the full-time support of Senior Policy Advisor and additional support from Director of Trust Area Services, and Program Coordinator, Communication Specialist and administrative staff. Staff hours required for public engagement depend on the options selected by local trust committees/Bowen Island Municipal Council. Staff hours required for revising the draft Policy Statement will depend on the scope of changes requested by Trust Council.

Other implications- None

Option 7: \$0

Description – This option would involve no work on the project in the 2025/26 fiscal year

Benefits – Staff and financial resources available for other work.

Risks –The risks of not proceeding include the following:

- 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.
- Relationships with Indigenous Governing Bodies may be impacted as Trust Council would not be advancing change in response to feedback and suggestions received.
- Public engagement results may later be viewed as dated and no longer relevant.
- Staff turnover during a pause in the project could result in a loss of corporate memory leading to inefficiencies and loss of knowledge.
- 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; Indigenous Governing Bodies; 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 – Unspent funds from fiscal 2024/25 will be added to General Revenue Surplus Fund.

Resource requirements – Staff time to communicate cancellation or delay of the project.

Other implications- None

SUMMARY TABLE OF ALTERNATIVE OPTIONS							
Activities	Opt 1 (recommended by EC)	Opt 2	Opt 3	Opt 4	Opt 5	Opt 6	Opt 7
Communications (\$10 -\$26K)	X	X	X	X	X	X	
Legal (\$10k)	X	X	X	X	X	X	
Local LTC/BIM led public engagement (\$20k)			X		X	X	
Trust-wide virtual/print survey (\$30k)	X (staff)	X	X	X	X		
Trust-wide Virtual Community Workshop (\$10k)	X (staff)	X	X			X	
SUBTOTAL	\$20k	\$66k	\$96k	\$56k	\$86k	\$66k	\$0
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, Indigenous Governing Bodies, referral agencies, and the public, on the revised draft Policy Statement and the project purpose, scope, and timeline. • Available staff and contractors • Trust Council leadership.							
RECOMMENDED OPTION: Option 1 is recommended by Executive Committee.							
COST/BENEFIT ANALYSIS: <u>Quantitative Analysis:</u> Comparable public engagement activities for regional growth strategy/official community plan update processes in BC local governments have larger budgets than recommended and cover smaller geographic areas. However, the overall PSAP budget for the lifetime of the project is proportionate to similar projects in other local governments. <u>Qualitative Analysis:</u> 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: To be determined per revised Policy Statement Amendment Project Charter, workplan and communications plan.							
STAFF RESOURCING To be determined per revised Policy Statement Amendment Project Charter, workplan and communications plan. Preliminary estimates: in FY 2025-26, the project is estimated to require the following staff time: • 0.1 FTE - TAS Director • 0.5 FTE - Senior Policy Advisor • 0.05 FTE - Program Coordinator • 0.05 FTE - Senior Indigenous Relations Advisor • 0.1 FTE – Communications Specialist							

- 0.1 FTE - Legislative Services Clerk (or other clerks as available)

NOTE: These rough staff time estimates will be refined as project scope changes.

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.

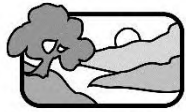
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management will be undertaken via proposed updates to the approved project charter and workplan. Communications are guided by a communications strategy. This project will be managed by the Executive Committee

Indigenous Governing Bodies provided comment on the staff draft in Winter 2024 and will also receive the document for comment after First Reading. Staff have, through work with Indigenous Governing Bodies to date, heard an interest for the Policy Statement amendment process, including timelines, to be co-designed with participating Indigenous Governing Bodies, 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, this would need to be discussed between Islands Trust Council and Indigenous Governing Bodies' leadership.

Requested by: Executive Committee

Prepared by: Director, Trust Area Services/November 7, 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:

Purchase and Installation of Coast Salish art in the Victoria, Salt Spring and Gabriola offices

\$ Value of Request (*indicate by fiscal year and total if project is multi-year*):

\$2,000

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: _____

X Other – please describe: artwork for office lobbies

Date of Submission to Finance:

Funding Required for (date range): April 1, 2025-March 31, 2026

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.*)

Having Coast Salish artwork prominently displayed in Islands Trust office lobbies and boardrooms would be a visual commitment for staff and visitors of Trust Council's and Islands Trust Conservancy Board's [Reconciliation Declarations](#).

The Trust Council 2025-26 Budget Guideline Assessment includes this guideline: Considers resourcing needs to update and implement the Reconciliation Action Plan.

The placement of Coast Salish art in Islands Trust office lobbies will be included as a proposed activity in the draft of the next Reconciliation Action Plan.

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 placement of Coast Salish artwork in Island Trust office lobbies would signal a commitment to a culturally-safe and welcoming workplace. Creating office environments that demonstrate an appreciation and awareness of Coast Salish culture and history can be an important method for promoting cultural changes within an organization and supporting attitudes that promote reconciliation. Additionally, the presence of Coast Salish art would assist First Nations and Aboriginal peoples to feel welcome when visiting Islands Trust offices.

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 project deliverables will include purchase and installation of Coast Salish art for high-profile walls in the Victoria, Gabriola and Salt Spring office lobbies.

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.)*

Cultural Appropriation: There is a risk of cultural appropriation if the art is not procured from known Coast Salish artists. This risk would be mitigated by purchasing art from a reputable Indigenous-run gallery.

Preference given to one artist: If all artwork is created by one artist there may be a perception of inequity. This risk would be mitigated by buying works from three different artists. Art will be selected from artists from First Nations in whose territory the office in question resides.

Theft: There is risk of theft from lobbies. This risk would be mitigated through the existing practice of having staff at front desks during all times that the office is open to the public, and securing pieces as possible/practical.

Installation Challenges: There may be logistical challenges related to the installation of the artwork. This risk would be mitigated by selecting pieces that are straightforward to hang/install.

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: Purchase and Installation of Coast Salish art in the Victoria, Salt Spring and Gabriola offices (up to \$2,000)

Benefits – As noted above.

Risks – As noted above.

Financial implications – \$2,000.

Resource requirements – Senior Indigenous Relations Specialist and/or Director of Trust Area Services time to select and purchase art. This could be done during travel for another purchase resulting in only one-three hours of time. An additional few hours needed the Executive Coordinator to arrange for staff/contractors to hang/install the art.

Other implications- None.

Option 2: up to \$2,000 in art purchases and installation funded from existing \$5,000 furniture and equipment budget.

Benefits – No increase to the 2025/26 draft budget.

Risks – This approach could result in insufficient furniture and equipment funds for operational needs

Financial implications – None.

Resource requirements –Senior Indigenous Relations Specialist and/or Director of Trust Area Services time to select and purchase art. This could be done during travel for another purchase resulting in only one-three hours

of time. An additional few hours needed the Executive Coordinator/Office Administrative Assistants to arrange for staff/contractors to hang/install the art.

Other implications- None.

Option 3: Purchase and Installation of Coast Salish art in the Victoria, Salt Spring and Gabriola offices (up to \$5,000)

Benefits – As noted above.

Risks – As noted above.

Financial implications – \$5,000.

Resource requirements – Senior Indigenous Relations Specialist and/or Director of Trust Area Services time to select and purchase art. This could be done during travel for another purchase resulting in only one-three hours of time. An additional few hours needed the Executive Coordinator to arrange for staff/contractors to hang/install the art.

Other implications- With a larger budget staff be will able to secure larger pieces of art and/or multiple pieces of art for use on different walls,

Option 4: Partner with an Indigenous arts organization to procure art pieces to be installed in Islands Trust offices.

Benefits – Would raise Islands Trust profile with Coast Salish artists, and would enable Islands Trust to request art with certain themes.

Risks – None.

Financial implications – Unknown at this time but staff expect that an Indigenous art organization would require a fee or commission and art purchases costs for three pieces are likely to be significantly higher than \$3,000.

Resource requirements –This would likely take 35+ hours of Senior Indigenous Relations Advisory time.

Other implications- None.

Option 5: Do not budget for purchase and Installation of Coast Salish art in the Victoria, Salt Spring and Gabriola offices

Benefits – No increase to the 2025/26 draft budget.

Risks – None, but Islands Trust will continue to lack a visual commitment to a culturally-safe and welcoming workplace in office lobbies.

Financial implications – None.

Resource requirements –None.

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 purchase art and arrange installation.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Option 1: Purchase and Installation of Coast Salish art in the Victoria, Salt Spring and Gabriola offices

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: \$3,000. This amount could be higher or lower depending of the size of art pieces desired.

Qualitative: Visible support for reconciliation and a culturally-safe organization.

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.)*

Purchase of the art and associated installation services would be done in accordance with the 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?)*

Senior Indigenous Relations Specialist and/or Director of Trust Area Services would select and purchase art from a reputable Indigenous-owned gallery. This could be done during travel for another purchase resulting in only one-three hours of time. Administrative staff would arrange for staff/contractors to hang/install the art.

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 purchase of art would require one-three hours of Senior Indigenous Relations Specialist and/or Director of Trust Area Services time if done during a trip already undertaken

It would take up to two hours of administrative time to arrange for installation in each office lobby.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

No change management/collaboration considerations.

Requested by: Trust Area Services

Prepared by: Senior Indigenous Relations Specialist/October 22, 2024

Reviewed by: Director, Trust Area Services/October 22, 2024



Islands Trust

**Budget Funding Request
Short-Form Business Case**

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Requested by Trust Programs Committee

Department:
Trust Area Services

Name of Request:

[Stewardship Education Program](#)

\$ Value of Request

\$17,000

Date of Submission to Finance: August 26, 2024

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

Funding Required for (date range): Fiscal 2025-26

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

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.*

ISSUE/OPPORTUNITY:

Since 2017, Trust Programs Committee has carried out a Stewardship Education Program on behalf of Islands Trust Council. This included:

21/22: a "Living in the Trust Area" mailing program to new land purchasers (\$24,000 budgeted, actual spent was \$16,128)

22/23: continued mailings to new land purchasers in the Islands Trust Area (\$13,000 budgeted, actual spent was \$10,398).

23/24: Continued mailings and a speaker series (\$13,000 budgeted, actual spent was \$7,799).

24/25: Continued mailings and a speaker series (\$15,000 budgeted)

The details of stewardship programming since 2020 is available on the [Stewardship Education webpage](#).

The Policy Statement states, "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:

The provision of educational programming and materials on stewardship topics to be determined by Trust Program Committee in FY 2025/26 is expected to assist community members to be more informed stewards. Audiences may include *the public, industry, and interested and affected parties (interest holders) in the Trust Area*.

This initiative will help the Trust fulfil the vision set out in 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:

The risk exists that incorrect information will be inadvertently provided in the course of stewardship education programming. Staff will mitigate this risk by engaging expert speakers where possible, and requesting expert review of staff-produced publications (where applicable).

ALTERNATIVES CONSIDERED:

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 2024 Trust Programs Committee will undertake a public survey to seek views 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 other initiatives

Risks: Does not advance Strategic Plan Strategy 4.3 *Create 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 Programs Committee

Risks: Would depend on the implementation selected by Trust Programs Committee

Financial implications: Larger budget required

Resource requirements: Would depend on the implementation selected by Trust Programs 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 Programs Committee

Risks: Would depend on the implementation selected by Trust Programs Committee

Financial implications: Smaller budget required

Resource requirements: Would depend on the implementation selected by Trust Programs 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:

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).
- As appropriate, availability of contractor to support webinars or other educational programming. If contractors are unavailable program delivery may be impacted.
- Public interest in participating in stewardship education events. If there is low public interest, project objectives won't be met.

RECOMMENDED OPTION:

That \$17,000 be budgeted for the Stewardship Education Program.

COST/BENEFIT ANALYSIS:

Quantitative:

- \$17,000 for the Stewardship Education Program for FY 2025/26. See also staff resourcing section below.

Qualitative:

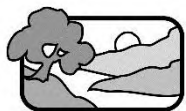
- A stewardship education program creates an opportunity to educate community members and professional practitioners about the importance of preserving and protecting the Trust Area, climate action, and methods of being a good steward.
- Increased understanding of the Islands Trust and rationale for the preserve and protect mandate could result in reduced bylaw infractions.

PURCHASING PROCEDURE: 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: Once the requested budget is approved, 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: 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 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: 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: Trust Programs Committee,

Prepared by: Director, Trust Area Services, August 16, 2024

Reviewed by: Trust Programs Committee, August 26, 2024



Islands Trust

**Budget Funding Request
Short-Form Business Case**

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Requested by Trust Programs Committee	Budget Source (select all that apply):
Department: Trust Area Services	☒ 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
Name of Request: Secretariat Services Program	☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____
\$ Value of Request: \$17,000	☐ Other – please describe: _____
Date of Submission to Finance: August 26, 2024	Funding Required for (date range): Fiscal Year 2025/26

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

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:

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 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](#).

Previous amounts budgeted by Trust Council for secretariat services in the last four years:

24/25 \$15,000 (TPC has allocated \$14,250 to date)
23/24 \$12,000 (actual spent was \$11,985)
22/23 \$15,000 (actual spent was \$12,513)
21/22 \$12,000 (actual spent was \$12,976)

PROJECTED RESULTS/DELIVERABLES:

Through offering support for administration, the Secretariat Services Program supports 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:

No risks identified

ALTERNATIVES CONSIDERED:

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.

Risks: None

Financial implications: Larger budget required

Resource requirements: Would depend on the implementation selected by Trust Programs 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 Programs 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 Programs 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:

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:

That \$17,000 be budgeted for the Secretariat Services Program.

COST/BENEFIT ANALYSIS:Quantitative:

- \$17,000 to fund requests from coordination groups in FY 2025/26. 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:

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:

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 decides which groups to support in April, with contracts issued in May and final reports from coordination groups provided in March the following year.

STAFF RESOURCING:

The staff resources required will depend on the number of coordination groups supported by Trust Programs Committee in 25/26 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 25/26 and other initiatives undertaken by Trust bodies that require support from Trust Area Services.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

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 staff will provide recommendations about budget implications and options. Staff would ensure that all interested and affected parties were kept informed.

Requested by: Trust Programs Committee

Prepared by: Director, Trust Area Services, August 14, 2024

Reviewed by: Trust Programs Committee, August 26, 2024



Islands Trust

**Budget Funding Request
Short-Form Business Case**

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Requested by (Committee or Operational Unit):

Governance Committee

GC-2024-039

That Governance Committee approve the Trustee Remuneration Review Business Case, as amended, and it be forwarded to Financial Planning Committee for inclusion in the 2025/26 fiscal year budget.

Department:

Executive Office

Name of Request:

Trustee Remuneration Review

\$ Value of Request (indicate by fiscal year and total if project is multi-year):

\$10,000

Budget Source (select all that apply):

- ☐ **Specific Project Funding** (select all that apply)
- ☒ Third Party Contractors
 - ☐ Staff Travel Expense
 - ☐ Staff Overtime Expense
 - ☐ New Staff Member – Temporary for project
 - ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ Permanent

☐ Temporary

Temp Duration: _____

☐ **Other – please describe:** _____

Date of Submission to Finance:

November 2024

Funding Required for (date range):

April 1, 2025 to March 31, 2026

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.)

1. **Trust Council's draft Strategic Plan 2025-2028** (*not yet reviewed by Trust Council*) contains the following:
1.2.6 Prioritise, analyse, and where appropriate, implement the 15 recommendations of the 2022 Governance Report.
2. [Governance Review Report](#) from 2022 recommends that Trustee Remuneration values be examined:

Recommendation #15: So that Trust Council is not the preserve only of those who do not need to earn a living, the significant time and effort required of Trustees must be reasonably compensated, which means an increase in current compensation levels. Currently, much of the time Trustees spend on Trust Council business, including preparation for meetings, participation in some meetings, and travel time, are not compensated at all.

3. [Trust Council Policy 2.3.1 Council Committee System](#) outlines the terms of reference for the Governance Committee and includes responsibility for the following:
"... initially reviewing the Islands Trust Governance Report dated March 8, 2022 and submitting a prioritized list of the recommendations in that Report to Trust Council with advice as to possible actions"
4. Governance Committee's approved work program includes as 5th priority:
Review and update Trust Council's Policy 7.2.1 Trustee Remuneration in line with the UBCM Council and Board Remuneration Guide.
5. Governance Committee's priority matrix includes Trustee remuneration review as Not Immediate but Important.

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 primary issue raised in the Governance Review Report is that the levels of trustee compensation provided by current policy/bylaw are not adequate to ensure all demographics of Islands Trust residents may reasonably consider running for the position of Trustee. There are questions as to whether or not the current compensation levels appropriately reflect the level of work and effort required of Islands Trust trustees. Trustees themselves have expressed concern over the compensation levels provided.

Trustee compensation levels were reviewed by an external consultant in 2010, and a methodology created to increase compensation levels on an annual basis which has been applied. However, it has been almost 15 years since an independent review of remuneration values and methodologies for annual increases has been conducted. Currently, Trust Council's remuneration policy does not call for a periodic review of remuneration values by independent parties.

Staff have performed a review of Trust Council's Trustee Remuneration policy against the UBCM Remuneration Guide from 2018 which suggests regular, periodic, independent third party reviews of remuneration values.

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.)*

Trust Council's remuneration policy will be updated to include requirements for periodic independent reviews, pending Trust Council approval of amending the policy.

Conducting an independent review will bring trustee remuneration values in line with appropriate values as compared to other jurisdictions, and may increase the number of island residents who consider running for Trustee. Ensuring a review is conducted by an independent third party rather than staff or trustees should enhance confidence in the final recommendations for remuneration levels as no biases will be incorporated into the exercise. The review will include an evaluation of the methodology and input by trustees.

The outcome will enable equitable participation/representation.

RISK ASSESSMENT: *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks.)*

- Risk that no appropriate consultant can be secured to conduct the review in timelines needed: this risk is extremely low as there is a plethora of consultants who would be able to conduct this type of work. This risk is mitigated by investigating possible consultants early, even in advance of Trust Council's budget approval in March 2024.
- Risk that consultant fees are higher than the amount estimated by staff, not allowing for the securing of a quality consultant: This risk is low, but can be mitigated by staff conducting a greater market assessment between now and TC's approval of its budget in March 2024 to ensure amounts are appropriate. Any required overages post-budget approval may be handled in line with TC's budget control and adjustment policy, and amounts are not expected to be significant.
- Risk that changes to Trustee Remuneration values, in the year enacted, will result in a taxation spike in the budget: This risk may be mitigated by finding budget savings in other areas in the year new rates are enacted. Clear communication about why changes are needed, if any, may make any significant spikes more palatable to TC and to the public. This kind of risk is already seen across Islands Trust in other areas whereby TC may see taxation spikes from increases levels of projects or salaries, etc. This risk is considered to be minimal and part of conducting sound operations.

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: Hire a consultant to review the remuneration rates

Benefits – see Issue/Opportunity section above.

Risks – see Risk Assessment section above.

Financial implications – estimated \$10,000 for the hiring of a consultant.

Resource requirements – staff time to manage contract.

Other implications- None.

Option 2: Undertake Review using Staff resources

Benefits – No cost to hiring consultant. Staff know the operations and duties of trustees, and have the qualifications to conduct this kind of benchmarking exercise.

Risks – Staff may not have easy access to information at other local governments; staff resources would need to be prioritised to ensure this work is completed in timely manner; and there may be potential perception of bias if undertaken in-house. Risk that results of this exercise would not be considered reliable as there may be a perceived bias given staff's employment relationship with trustees.

Financial implications – None.

Resource requirements – The finance team along with the support from the legislative services team and administrative staff would be best placed to undertake this work should it be conducted in-house.

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.)*

Timely hiring of independent consultant – critical to ensuring results are free from perceived or actual bias. If not met, results may not be trusted, and therefore funds spent may lose their value.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Option 1: Hire a consultant to review the remuneration rates

This option ensures independence in the review which is important. It ensures workloads for staff are not elevated. It ensures a more timely completion of the work. It aligns with best practice recommendations, aligns with the Governance Report recommendation, and aligns with staff's recommendation to FPC.

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 financial cost of hiring an independent consultant is difficult to weigh against the value that may be provided from the results of the work undertaken. The long term benefits of increasing access to the position of trustee for a larger demographic of people in the Islands could result in a Council made up of voices that represent a larger portion of Islanders. Increasing diversity at decision making tables has great benefit in supporting informed and inclusive decisions, provided the people bringing the diverse opinions can conduct themselves professionally and respectfully with their colleagues of opposing viewpoints. Enhanced compensation for trustees may mean trustees are able to dedicate more time to their elected position which may also enhance good governance and sound decision making. An estimated \$10,000 cost for long-term qualitative benefit appears to be a reasonable investment.

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.)*

Trust Council's Procurement Policy dictates that at least three quotes would be obtained from known vendors at work with a value of \$10,000; or, a competitive Invitation to Quote or Request for Proposal may be conducted. Staff would select the option of at least three quotes as the scope, cost, and complexity of work is not so significant that a full RFP is warranted. This option is also faster to administer, reducing the risk that this exercise is not completed by the end of term and incorporated into an amended remuneration policy. Staff are aware of consultants with appropriate qualifications to undertake this work who have expertise in working with public sector organisations on topics such as this.

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?)*

Should TC approve this undertaking, staff will conduct procurement procedures and select an appropriate consultant for the work. Work would be completed and presented to the GC for reflection. GC will direct staff to amend remuneration policy and bylaw with their proposed amendments resulting from the consultants work and present their recommendations to TC. TC may approve the revised policy and bylaw or make their own amendments. Any changes to TC remuneration policy or bylaw for values will take effect at the start of the new term of office in October 2026.

FPC has already proposed amendments to Trust Council for other remuneration policy changes that are not related to remuneration values. These amendments would travel to TC along with the results of GC's work on the values for approval all together. This is the most efficient approach to amending this policy.

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.)*

Director, Administrative Services or Legislative Services staff will conduct the procurement procedures, and manage the resulting contract. This work can only be conducted when finance team positions are filled which is

reasonable to expect by next fiscal. The work will be supported by legislative services staff as needed given this work involves policy and bylaw.

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?)*

None to consider with the hiring of the contract for the work. Results of the report that may influence changes in remuneration levels will be evaluated for change management considerations at that time.

Requested by Governance Committee:

Prepared by Director, Administrative Services

Reviewed by Governance Committee, November 5, 2024



Islands Trust

**Budget Funding Request
Short-Form Business Case**

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TO BE COMPLETED BY INITIATOR

Requested by (Committee or Operational Unit):

Governance Committee

GC-2024-041

That Governance Committee approve the Policy Review Business Case and forward to Financial Planning Committee for inclusion in the 2025/26 fiscal Year budget with an increased budget to a total of \$10,000.

Department:

Legislative and Information Services

Name of Request:

Trust Council Policies Review

\$ Value of Request (indicate by fiscal year and total if project is multi-year):

\$10,000

Date of Submission to Finance:

October 2024

Budget Source (select all that apply):

- ☐ **Specific Project Funding** (select all that apply)
- X Third Party Contractors/Temp Staff
- ☐ 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:** _____

Funding Required for (date range):

April 1, 2025 to March 31, 2026

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's Object – no

Strategic Plan item – no

Policy Statement directive – no

Council bylaw – no

Work programs – no, however Trust Council has passed a resolution at its September 2023 meetings which lives on their FUAL:

2023-061

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

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:

Trust Council began developing policies in 1992 following the significant update to the *Islands trust Act*. Policies are intended to provide direction in various areas of the operations of the Islands Trust. There are currently 91 policies divided into the following areas:

- Islands Trust Policy Statement (2 policies)
- Trust Council and its Committees (23 policies)
- Local Trust Committee, Advisory Commissions and advisory Groups (12 policies)
- Land Use Planning, Bylaws and Mapping (14 policies)
- Operations, the Budget Process, Elections and Communications (19 policies)
- Administrative Activities such as finance and Freedom of Information (18 policies)
- Human Resources (2 policies)
- Islands Trust Conservancy Joint Policy (1 policy)

Most, but not all, of these policies have had updates as required over the years, but there has never been a systematic review of the policies. Trust Council has requested a review of its policies as per the resolution in the Guiding Documents section of this business case.

The Municipal Insurance Association of British Columbia (MIABC), to which the Islands Trust joined on January 1, 2024, recommends that local governments develop a plan to systematically review and update their policies at least every five years. This review is not only to ensure existing policies are relevant, but to ensure that policies cover the necessary areas of the organisation's operations to reduce risk to the organisation.

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.)*

This project would:

- establish a methodology that includes criteria for prioritisation of policies to be reviewed, criteria for new policies and, establishes a schedule for review and update of policies
- prioritise policies for review and update (given there are 91 policies to review)
- undertake review of the prioritised policies, and recommend updates or deletions to Trust Council
- update prioritised policies by end of term (October 2026)
- identify gaps where policies should be in place but there are no policies covering the issue

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 is low in regards to whether or not this project is completed by end of term. The nature of the project is flexible and is intended to establish a framework for maintaining and updating Trust Council policies into the future.

Out of date or lack of policies around real estate management and maintenance could be a risk for the organisation. Mitigation would involve flagging these in the review process and prioritising them for update or development.

ALTERNATIVES CONSIDERED: *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

Option 1: Undertake the work by staff for Trust Council

Benefits – less expensive to undertaken

Risks – the project would need to be assigned to a committee and given priority

Financial implications – staff time including additional administrative staff support to provide capacity (\$5,000) and legal review (\$5,000)

Resource requirements – staff time could be significant given the volume of policies

Other implications – Other projects may be delayed

Option 2: Undertake the work by a consultant

Benefits – consultant can bring a different perspective, and will not impact largely on existing staff resources assuming consultant understands the unique structure of the Islands Trust.

Risks – need to find an appropriate consultant with understanding of the unique structure of the Islands Trust, and risk the consultant may misunderstand the needs of Islands Trust in relation to policies.

Financial implications – consultant (\$15,000) and legal review (\$5,000) – note that consultant fees could be substantially higher depending on scope – this estimate is to establish the policy and structure, and does not include systematic review of each policy.

Resource requirements – some staff time would be required to manage the contract, and substantial staff time could be consumed depending on how familiar the consultant is with the unique structure of the Islands Trust.

Other implications – No other implications identified.

Option 3: Not review Trust Council policies

Benefits – allow Trust Council to focus on other projects of importance

Risks – out-of-date policies could be a risk to the organisation, and lead to poor and out-of-date procedures

Financial implications – potential savings from changing policy direction could be lost.

Resource requirements – None

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.)*

Clear Trust Council policy and program for maintaining and updating Trust Council policies on a regular scheduled basis.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Option 1. This option is the most effective, given that the work would be undertaken by staff with working experience and familiarity with the policies, and the structure of the Islands Trust. The \$5,000 earmarked for administrative support, will allow “as and when” administrative staff to be brought in as needed to help with the project, or to backfill to allow more experienced staff undertake the review work with the Governance Committee.

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.)*

Savings would be mostly intangible. That is, completion of the project would result in lower risk to the organisation, and certainty around procedures. Removal of redundancies, or no longer appropriate policies may result in improved governance efficiencies.

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.)*

Legal review as per Trust Council 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?)*

Work would be largely administrative and undertake by administrative staff assigned to Governance committee, with funding for legal support.

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.)*

Undertaken by administrative staff assigned to Governance Committee. Prioritisation of this project would be required.

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?)*

Recommendation would be forwarded to Trust Council for adoption.

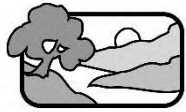
Requested by Governance Committee

Prepared by David Marlor, Director, Legislative and Information Services.

Reviewed by Governance Committee, November 5, 2024

Islands Trust
Proposed Staffing
Fiscal Year 2025/26

CATEGORY	DESCRIPTION	AMOUNT	Funding Source
STAFFING, Temporary (T)			
	<u>Temporary Policy Advisor (FT, 12 months), funded by taxes</u>		
	Salary	100,200	
	Benefits	25,550	
	Travel	-	
	Mobile Phone (none)	-	
	Computer - Desktop	1,800	
	Training	500	
	Total	128,050	<i>Taxes</i>
	<u>Planning Services Co-op Student (FT, 4 months), funded by taxes</u>		
	Salary	17,700	
	Benefits	4,500	
	Pacific Leaders Tuition Grant	1,259	
	Travel	100	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total	23,559	<i>Taxes</i>
	<u>ITC Species at Risk Co-op Student (FT, 4 months), funded by grants</u>		
	Salary	17,200	
	Benefits	3,900	
	Pacific Leaders Tuition Grant	1,000	
	Travel	2,000	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total	24,100	<i>Grant</i>
	Total Temporary Staff Costs	175,709	



Islands Trust

**Budget Funding Request
Short-Form Business Case**

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Requested by (*Committee or Operational Unit*):
Trust Area Services

Department:

Trust Area Services

Name of Request:

Auxiliary (temporary) Senior Policy Advisor position
(1.0 FTE)

\$ Value of Request (*indicate by fiscal year and total if project is multi-year*):

Value of Request, 2025/26: \$128,048* – base salaries & benefits, 12 months plus training and equipment

** assumes hiring Senior Policy Advisor (Grid 27) at mid-point in salary range.*

\$125,748 for salary and benefits

Salary range \$ 83,072 - \$94,752

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: 1 year

☐ **Other – please describe:** _____

Date of Submission to Finance:

Funding Required for (date range): April 1, 2025-March 31, 2026

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.*)

Adding an auxiliary Senior Policy Advisor position in 2025-26 will support implementation of Trust Council's [Strategic Plan](#) and routine work such as legislative monitoring and implementation of agreements.

The Trust Council 2025-26 Budget Guideline Assessment includes this guideline: Resource requests for new tax-funded personnel will only be considered where critical capacity issues can be clearly demonstrated or where upfront investment will result in longer term savings as outlined in a business case.

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 permanent Senior Policy Advisor position is dedicated to the Policy Statement Amendment Project nearly full-time, as has been the case in recent years, and also has responsibility for preparing staff reports to Executive Committee for Bowen Island Municipal bylaws. This means that there is a critical lack of staff capacity to undertake the other regular duties that this position is responsible for, and this lack of capacity is expected to continue through 2026/26 if the Policy Statement Amendment Project is delivered as currently approved. The regular duties of the Senior Policy Advisor that are not resourced include implementing Trust Council/local trust committee advocacy communication and associated coordination activities, policy research/development, ongoing legislative monitoring and development of a quarterly report to Trust Council and Bowen Island Municipal Council, indicator reporting, agreement monitoring and development, organization of special Trust Council sessions, grants-in-aid program administration, drafting annual report content, and other activities assigned through the Strategic Plan or by resolution of Trust Council, Executive Committee or Trust Programs Committee.

In recent years, the Director of Trust Area Services (DTAS) has undertaken many of these duties in addition to her regular responsibilities (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 DTAS is not a reasonable or sustainable method of resourcing the work that has been displaced by the Policy Statement Amendment Project. In addition to supporting Trust Council, Executive Committee, and Council Committees, Directors are primarily responsible for leading and overseeing staff in their respective functional areas of work; for the DTAS, this includes 6 direct staff members in 6 functional areas. The DTAS has only two 'working' days a week available to perform all required duties of the role (after removing hours for annual leave entitlement, time spent in meetings with staff (weekly check-ins with direct reports and the CAO, meetings with the management team, all staff meetings, time spent in public meetings (TC, EC, TPC, FPC, Conservancy Board) and a modest assumption of one training day per quarter. Trust Area Services not have a dedicated administrative assistant.

The DTAS leads strategic and operational work related to:

- communications
- annual report development
- education program delivery
- grants administration
- Reconciliation initiatives and agreement development
- indicator monitoring, including reporting on Census data
- Policy Statement amendment project, including Trust Area-wide engagement
- advocacy and inter-governmental relations
- oversight of Islands Trust Conservancy operations, including the project in 2025/26 to develop a new Five-Year Plan involving engagement with Indigenous Governing Bodies, and
- other duties.

With the Grants Manager's anticipated resignation in February 2025, the new Grants Manager (2 days/week) will not be able to take on this work as the demand for grant-related support is on the rise and there will be a learning curve for the new staff person. With all Trust Area Services staff, except the Director of Trust Area Services, now having less than 1.5 years of experience, and with the experienced Conservancy Manager away on temporary assignment until September 2025, the current approach of trying to sustain the regular duties

of the Senior Policy Advisor without sufficient resources risks staff burnout, lowered staff morale, and frustration by Trust bodies due to continuing requests for Trust Area Services support that cannot be accommodated.

In recognition of existing capacity issues in Trust Area Services, in September 2024 Trust Council approved \$40,000 in funding for the remainder of 2024/25 which staff will put towards an auxiliary Senior Policy Advisor until March 31, 2025.

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 creation of a one-year auxiliary Senior Policy Advisor position will create additional staff capacity for Trust Area Services to respond to current requests and to support projects expected to emerge from the Strategic Plan.

Other projected results are as follows:

- Time for the Director of Trust Area Services to work on core Director duties, such as supporting the Policy Statement Amendment Project, developing departmental work plans associated with corporate planning, and developing relationships with Indigenous Governing Bodies
- Reduced timelines addressing questions from staff and trustees across the organisation
- Reduced timelines for initiatives assigned to Trust Area Services
- Reduced risk of staff burnout: This will greatly benefit the personal health of individual staff members, supporting increased engagement of staff with their work

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.)*

Hiring a new staff resource to support the Trust Area Services team comes with very little, if any, risk to the organisation. Identified risks with hiring a new FTE would be those associated with the hiring of any position, such as the inability to find or retain suitable candidates. The risk of not supporting this new position is greater than the risks of supporting it, as described in the Issue/Opportunity section of this report.

ALTERNATIVES CONSIDERED: *(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: Hire a Temporary 1.0 FTE

Benefits: As stated above in projected results/deliverables section

Risks: As stated above in risk assessment section

Financial implications: \$128,048

Resource requirements: Staff time to run hiring competition and train successful applicant in the role, and ongoing supervision

Option 2: Hire a temporary 0.5 FTE

Benefits: As above with reduced impact

Risks: Hiring a new staff resource to support the Trust Area Services team comes with very little, if any, risk to the organisation. Identified risks with hiring a new FTE would be those associated with the hiring of any position, such as the inability to find or retain suitable candidates. It may be more difficult to recruit a qualified

candidate to a part-time position and the Director would have one more staff position to supervise without the benefit of full-time productivity from the position. With only a part-time position to support Senior Policy Advisor work, and a Director of Trust Area Services who cannot absorb additional projects, Trust Council will have to make decisions regarding prioritization of regular duties and may have difficult decisions associated with how to implement elements of its new Strategic Plan.

Financial implications: \$65,174

Resource requirements: Staff time to run hiring competition and train successful applicant in the role, and ongoing supervision. Director and CAO time to support Trust Council, Executive Committee and Trust Programs Committee decisions about how to scale current and future work requests to Trust Area Services to the resources available.

Option 3: Status Quo - No new staff resources

Benefits: No increase in costs

Risks: The organisation will not be properly supported to undertake many of the regular duties of Trust Area Services. There is risk of burnout if the Director of Trust Area Services continues to try to sustain her workload and the regular duties of the Senior Policy Advisor, as well as provide support to new staff. The unavailability of the Director to support staff throughout the organization will continue to impact morale and organizational cohesion. If existing staff require extended leave, the cost to fill a position is nearly doubled, as staff on leave are paid 75% - 100% of their base salary and any temporary hire to backfill would be paid 100% of that same salary as well. With no Senior Policy Advisor for regular duties and Strategic Plan initiatives, and a Director of Trust Area Services who cannot absorb additional work, Trust Council will need to make decisions about the feasibility of implementing elements of its new Strategic Plan and about the continuation of functions such as legislative monitoring, advocacy, intergovernmental coordination and other Trust Area Services functions.

Financial implications: None

Resource requirements: None, except Director and CAO time to support Trust Council, Executive Committee and Trust Programs Committee decisions about how to scale current and future work requests to Trust Area Services to the resources available.

Option 4: Engage independent contractors for project-related work instead of hiring a staff position

Benefits: Potential for highly-skilled labour for ad-hoc projects

Risks: Risk that no suitable contractor can be found or is not available, risk of incompleteness of contracts with contractors

Financial implications: \$50,000 - \$125,000. Contractor hourly rates are significantly higher than staff hourly rates.

Resource requirements: Director of Trust Area Services time to run procurement processes, identify and engage with suitable contractors, manage the projects, ensure effective collaboration and knowledge transfer, and manage associated financial approvals

Option 5: Adjust the Policy Statement Engagement Scope

Reconsider if on-island engagement events are necessary to support local trust committee/Bowen Island Municipality referral responses to the draft new Policy Statement.

Benefits: If Trust Council limits engagement to the online/paper survey and the online workshop, there would be significant staff time savings, which would free up the permanent Policy Advisor for additional duties, potentially the equivalent of 0.5 FTE over the course of 2025/26. This would have reduced impact when compared to hiring 1.0 new FTE.

Risks: With only 0.5 FTE to support regular Senior Policy Advisor work, and a Director of Trust Area Services who cannot absorb additional projects, Trust Council will have to make decisions regarding prioritization of regular duties and may have difficult decisions associated with how to implement elements of its new Strategic Plan.

Financial implications: No increase to staff salary costs and \$20,000 reduction to Policy Statement Amendment Project 2025/26 proposed budget

Resource requirements: Director and CAO time to support Trust Council, Executive Committee and Trust Programs Committee decisions about how to scale current and future work requests to Trust Area Services to the resources available.

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.)*

- A thorough and well-conducted hiring process needs to be undertaken to ensure quality staff are secured in the new role
- Thorough orientation for any new hire to properly perform their duties to achieve the greatest benefit to the organisation
- Support from Islands Trust elected officials and management to fund this new key position and dedicate resources to it

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Option 1: Hire a temporary one-year 1.0 FTE to the position of Senior Policy Advisor. This option addresses critical capacity issues in Trust Area Services and supports continuation of regular duties with additional staff time remaining to support some Strategic Plan project implementation.

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: Temporary one-year cost of \$128,048 for salaries, benefits, equipment and training. Savings may be realised by helping prevent potential future staff leaves and the need for paid leave and paid backfill. Savings may also be realised via reduced staff turnover due to reduced critical capacity issues in Trust Area Services, which affect the team as a whole.

Qualitative Discussion: Staff with appropriate work-life balance are more engaged, more productive, more invested in the workplace, and work better with others, which contributes to organisational success. Reduced turnover results in lower costs to the organisation by limiting costs associated with lost working hours, recruitment and training.

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.)*

Hiring staff does not fall under the procurement of goods or services, so 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: *(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?)*

Assuming an Auxiliary Senior Policy Advisor is already hired and performance is satisfactory, the staff person can be extended through 2025/26. If the job does need to be posted, the Director would screen candidates and run interviews. 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.

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.)*

If a hiring process is required (i.e. auxiliary hire in 2024/25 chooses not to stay):

Pre-hiring activities:

- Director of Trust Area Services: Hiring process duties: identifying suitable candidates, screening resumes, preparing and scoring screening tests, conducting interviews, conducting reference checks, and making job offer. Estimated time: 50 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 (Director of Trust Area Services+ two others): Conduct interviews and participate in post-interview discussions. Estimated time: 2 hours per interviewee per panellist.

Post-hiring activities:

- Director of Trust Area Services: 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 on-boarding sessions. Total time: 15 hours.
- Others across the organization: Provide orientation to other departments and relevant processes over the course of 1 week.

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?)*

In the event this position is approved and a hiring process is needed, appropriate internal communications will be conducted to inform staff about hiring process. The competition would 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.

Requested by: Trust Area Services

Prepared by: Director, Trust Area Services/October 22, 2024

Reviewed by:



Islands Trust

**Budget Funding Request
Short-Form Business Case**

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Requested by (Committee or Operational Unit):

Legislative and Information Services

Department:

Legislative and Information Services

Name of Request:

EDM-FOI Support

\$ Value of Request (indicate by fiscal year and total if project is multi-year):

\$15,000

Draft 2025/26 budget has \$10,000. Staff has subsequently increased the request to \$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:

September 2024

Funding Required for (date range):

April 1, 2024 to March 31, 2024

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 195 – Records Management
- Freedom of Information and Protection of Privacy Act

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.)

1. Trust Council Bylaw 195 requires that a records management manual be prepared, that includes the procedures for records management. 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.

This manual is in preparation. To enact the requirements of the manual, mainly managing maintenance of records, retention of records, and disposal of records, we require staff time annually to undertake this work. At present, Islands Trust has not invested in a records management system that can automate much of this work, therefore, the process is manual, and requires a person to review, complete forms, seek approval, ensure appropriate destruction of documents, and ensure records of destruction are complete.

This work was not completed in 2024/25 due to reduction on the budget. In 2025/26 fiscal, staff will need to undertake this work for two fiscal years. Therefore, \$10,000 is being requested to cover this.

Under Freedom of Information and Protection of Privacy Act (FOIPPA), staff are required to respond to requests for records within a legislated timeframe. This often results in overload of work for staff when large FOIPPA requests come in at the same time. To ensure we can meet the requirements of the Act in a timely manner, \$5,000 is set aside to cover bringing in administrative staff to assist with undertaking the FOIPPA requests.

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.)*

Deliverable are meeting the requirements of the Trust Council records management bylaw, ensuring records are maintained and destroyed appropriately, and timely responses to FOIPPA requests in line with legislation.

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.)*

As this is required work under the legislation, the risk is that the amount of work may exceed the estimated budget requirements. The budget estimate is based on previous years. There are risk factors of not undertaking the work, mainly not being compliant with FOIPPA legislation and Trust Council records management bylaw.

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: Annual manual review of documents

Risks – The main risk is that we may not get to all the records that need to be dealt with each fiscal year, or we may be overloaded more than expected with FOIPPA requests. This is labour intensive approach, including search for records for

FOIPPA. However, until Islands Trust moves to an actual document management system, there is no other way to management and maintain records.

Financial implications – \$15,000 to cover estimate costs of reviewing and processing documents.

Resource requirements – administrative staff brought in on contract, or “as and when” to assist with the work.

Other implications- no other implications identified.

Option 2: Not provide funding

Risks – The risk is that the work will not be undertaken in relation to records management, leaving our records inventory to be out of step with Trust Council bylaw, and delaying the need to review. For FOIPPA requests, risk of overloading staff. As FOIPPA is legislative time limits, other administrative work would have to be postponed to accommodate completing the FOIPPA requests.

Financial implications – Likely to incur staff overtime to meet demand. Overtime is much more costly than scheduled work hours, so estimate that this could end up costing more than then \$15,000 requested.

Resource requirements – use of existing staff, some of which may be on overtime, could result in staff needing to take time off to compensate for the overtime, This is a 1.5 to 2 times compensation (not 1 to 1). Overworking staff can lead to burn-out, turn-over and low morale.

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.)*

Availability of appropriate administrative staff and support from Information Services to run appropriate reports to assist with identifying records for consideration of destruction.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Option 2. This provides funds to undertake legislated work, and react to the unknown workload created by the FOIPPA legislation.

COST/BENEFIT ANALYSIS: *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

The benefit of \$15,000 far outweighs the potential cost of dealing with potential staff burn-out, leave, and resignations that may result if no funding was provided to bring in the necessary help.

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.)*

Staff would follow the Trust Council procurement Policy for hiring of contracts, and the Public Service Agency policies for hiring of temporary or “as and when” staff to assist with the work.

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?)*

Records management review and destruction of records would be scheduled in fiscal 2025/26 to minimise impacts on staff, and maximise ability to bring in support staff to assist. FOIPPA requests will be used on as as needed basis, depending on the volume of FOIPPA requests being received at any one time.

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.)*

Communication and coordination with the three Legislative Clerks and the Legislative Services Clerk.

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?)*

Communication with the relevant staff via the Director, Legislative and Information Services.

Requested by: Legislative and Information Services

Prepared by: Director, Legislative and Information Services

Reviewed by:

DRAFT



Islands Trust

**Budget Funding Request
Short-Form Business Case**

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Requested by (*Committee or Operational Unit*):

Information Services

Department:

Information Services

Name of Request:

Safety - GPS Locator Devices

\$ Value of Request (*indicate by fiscal year and total if project is multi-year*):

FY2026 - Increase in Safety Budget

Total cost for FY 2025/26: **\$10,644**

- \$3,000 for 10 new BIVY devices
- \$5,880 for annual monitoring of 10 new BIVYS
- \$1,764 for annual monitoring of existing 3 BIVYS

Includes annual monitoring cost that will go from 2023/25 actual of \$3,664 (monitoring for 8 SPOTS and 3 BIVYS) to 2024/25 actual of \$7,644 (monitoring for 13 BIVYS).

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: 11/15/2024	Funding Required for (date range): FY2026
TIE TO ISLANDS TRUST GUIDING DOCUMENTS: <i>(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.)</i> This is related to legislated safety requirements under WorkSafe BC that Islands Trust must comply with as an employer, and our mandate to be in the field performing multiple tasks in remote locations where cellular coverage is not sufficient to track location.	
ISSUE/OPPORTUNITY: <i>(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)</i> SPOT devices in production were not consistent in service and presented a safety hazard to our staff performing important field work – to meet safety requirements BIVY GPS locators are being deployed.	
PROJECTED RESULTS/DELIVERABLES: <i>(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.)</i> Increased safety for staff working in the field, compliance with WorkSafeBC requirements. The SPOT devices provided unreliable in tracking; the BIVY devices have a superior set of functionality and much more reliable than the spot. These devices will allow staff who become injured, are threatened, or have problems in the field to call for help quickly. The device takes care of pin-pointing the location for emergency services. This will greatly reduce Islands Trust liability and legal risk for staff working alone in the field, and improve the work environment for the individual staff person.	
RISK ASSESSMENT: <i>(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks.)</i> This project to deploy multiple BIVY devices to each office / department will ensure the safety of our staff out in the field on the Gulf Islands. There are multiple risks in the field related to terrain, water features, and over enthusiastic island residents. Having a constant GPS connection will help mitigate some of these risks.	
ALTERNATIVES CONSIDERED: <i>(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option <u>must</u> be supported by a succinct and realistic presentation of the benefits, risks, financial implications, <u>resource requirements</u> and <u>other implications</u> 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.)</i> Option 1: Stick with SPOT Benefits – None Risks – High risk – the SPOT devices would not work in the field effectively, very difficult to get a connection	

Financial implications – Lower monitoring costs per device when compared to the BIVY. Resource requirements – Monitoring and administration of the devices, space to store the devices in each office
Other implications- The unreliability we have experienced with these devices could lead to unsafe work environment for staff, and as a result higher legal liability and likelihood of Worksafe BC claims.

Option 2: BIVY device deployment

Benefits – Much better connection to satellites in our hemisphere – mitigate connectivity risks

Risks – Devices may not always work depending on conditions and location – same as with any other GPS locator device.

Financial implications – higher monitoring cost of US\$35 per month per device.

Resource requirements – Monitoring and administration of the devices, space to store the devices in each office

Other implications- Reduced legal risk to the Islands Trust and improved safety and work environment for staff working in the field.

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.)*

- Training users on the new BIVY devices
- Administration of the devices / location monitoring will be critical to deployment success
- Setup of secure location in each office and a 'check out check in' system will be critical

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Acquire BIVY devices , train administrators and users on the management of the devices

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.)*

Cost - Up front cost to buy 10 new units, with an annual monitoring cost.

Benefits – Increased security of the person(s) in the field – simplified management and monitoring

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.)*

Direct Award.

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?)*

- Purchase devices
- Deploy to each office (setup a secure space in each office)
- Train users and administrators

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.)*

Some hours will be required for Bylaw , and IS. Estimate 40-50 hours for implementation , testing and training.

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?)*

Any and all changes during implementation will be communicated with all stakeholders – once all devices are deployed and are being monitored – change management will be done internally in Islands Trust Helpdesk as a Service Request.

Requested by (Committee or Business unit): Islands Trust Information Services

Prepared by (name, title)/date: Jeffrey Lloyd, Senior Technical Analyst

Reviewed by (name, title)/date:

DRAFT



BRIEFING

To: Financial Planning Committee **For the Meeting of:** December 3, 2024
From: Islands Trust Conservancy Board **Date Prepared:** November 14, 2024
SUBJECT: Draft Budget 2025/26, Review of Islands Trust Conservancy Funding Requests

PURPOSE:

To provide updated background to Financial Planning Committee (FPC) for the Islands Trust Conservancy (ITC) budget request, as requested by FPC on November 13, 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 July 23, 2024 meeting, the ITC Board passed the following resolution:

ITC-2024-043

that the Islands Trust Conservancy Board approve the draft 2025/26 ITC Budget with the following amendment:

- *Increase the Board training and conferences line to \$4,600*

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 2025/26 budget, as amended.

At its October 1, 2024 meeting, the ITC Board passed the following resolution:

ITC-2024-052

that the Islands Trust Conservancy Board direct staff to add \$4,000 to the 2025-26 budget request for bookkeeping services, and add \$1,160 per covenant to property management funds to reflect new covenants taken on in the 2024-25 fiscal year.

In addition, since the Board approved the draft budget staff has made additional changes related to salary/benefit estimate, administrative allocation estimates and the safety budget. Staff will advise the Board of these changes at its November 19, 2024 meeting. All of these changes are reflected in the draft budget.

Table 1. Proposed Islands Trust Conservancy 2025/26 budget request

Description	2024/25				2025/26			Increase/Decrease in IT Tax Contribution	
	Islands Trust Contribution: Taxes	Grant Contribution: FN Engagement	Grant Contribution: SAR	Total Approved Budget	Islands Trust contribution: Taxes	Grant Contribution: SAR	Total Draft Budget	\$ Change	% Change
Salaries and Benefits *	700,458		115,000	815,458	793,033	110,000	903,033	87,575	13.2%
Communications	16,500		1,500	18,000	4,500	5,500	10,000	(8,000)	-72.7%
Contracted Temporary Staffing	20,000			20,000	15,000		15,000	(5,000)	-25.0%
Professional Services **	-		16,300		6,000	13,000	19,000	19,000	100.0%
Subscriptions	400			400	400		400	-	0.0%
Memberships	1,800			1,800	1,800		1,800	-	0.0%
Board Honoraria	7,000			7,000	7,000		7,000	-	0.0%
Board Meeting Expense	2,850			2,850	2,850		2,850	-	0.0%
Board Training and Conferences	1,600			1,600	4,600		4,600	3,000	187.5%
Property Management	99,640		66,500	166,140	99,460	69,000	168,460	2,320	-0.2%
Safety ***	1,200			1,200	3,300		3,300	2,100	175.0%
Conservation Planning and Land Securement	16,550		10,000	26,550	25,000	12,000	37,000	10,450	51.1%
Ecosystem Mapping	-			-	5,200	4,000	9,200	9,200	100.0%
Legal	17,800		4,200	22,000	30,000		30,000	8,000	68.5%
Mobile Devices	2,562			2,562	3,020		3,020	458	17.9%
Training and Conferences	4,700			4,700	6,400		6,400	1,700	36.2%
Travel for Training	4,000			4,000	4,500		4,500	500	12.5%
Travel	19,500		6,500	26,000	19,500	6,500	26,000	-	0.0%
Project: ITC Plan First Nations Engagement	10,000	10,000		20,000	-		-	(20,000)	-100.0%
								-	
TOTAL Direct ITC Costs	926,560	10,000	220,000	1,140,260	1,031,563	220,000	1,251,563	111,303	11.3%
Admin Allocation - 14% ****	326,086			326,086	357,916	-	357,916	31,830	9.8%
TOTAL	1,252,646	10,000	220,000	1,466,346	1,389,479	220,000	1,609,479	143,133	10.9%

* Estimate of ITC salaries and benefits for draft budget 2025-26, assumes 3% wage increases under the BCGEU agreement.

** Professional Services includes \$8,000 from ECCC for contracted First Nations liaison/advisor and \$5,000 for contracted program evaluation.

*** Safety budget has changed due to all GPS units being replaced in Fiscal 2025/26 with BIVY units which have higher monthly monitoring costs.

**** Estimate of Admin Allocation based on previous year's budget, plus estimated increase in line with increase to ITC budget

NOTE: Budget amount listed for prior year is as per the approved budget.

Table 2. Explanation of Proposed Budget Increases & Decreases in 2025/26

Budget Line Item	2024/25 Budget	2025/26 Budget	Notes
1. Salaries and Benefits	\$815,458	\$903,033	• New Protected Area Team Lead position in place for a full-year in 2025/26. Prior year included only 6 months to allow time for hiring. • Estimate of ITC salaries and benefits assumes 3% wage increases under the BCGEU agreement. • Environment and Climate Change Canada Contribution Agreement (ECCC Agreement) provides \$5,000 less towards salaries and benefits in 2025/26 compared to the prior year. Taxation will now cover this amount. (ECCC Agreement requires a minimum of \$205,000 matching funds from IT taxes, ECCC provides \$110,000).
2. Communications	\$18,000	\$10,000	• Reduced budget requested reflects the planned work program for 2025/26 which is better matched to staff capacity. (ECCC Agreement requires a minimum of \$2,300 matching funds from IT taxes; ECCC Agreement provides \$5,500).
3. Contracted Temp Staff	\$20,000	\$15,000	• \$15,000 for contractors/short-term auxiliary staff to assist with critical policy work delayed due to capacity challenges within the Manager role. Staff anticipate: policy development/improvement work as priority, plus delayed management plan work (No ECCC Agreement implications; no ECCC funds provided).
4. Professional Services	N/A	\$19,000	• \$4,000 for ITC book keeping services included at direction of ITC Board. • \$8,000 for contracted specialist First Nation advisor/liaison agreed to in ECCC Agreement • \$7,000 for Species at Risk program evaluation (required by ECCC grant) (ECCC Agreement requires a minimum of \$2,000 matching from IT taxes; ECCC Agreement provides \$13,000).
5. Board Training	\$1,600	\$4,600	• Increased \$3,000 over the prior year at direction of the ITC Board to accommodate a desired significant training session relating to First

Budget Line Item	2024/25 Budget	2025/26 Budget	Notes
			Nations reconciliation, engagement, and future cooperation for conservation.
6. Property Management	\$166,140	\$168,460	The increase accounts for new costs associated with two new covenants registered in 2024 and supports continued property management on properties ITC is responsible for. (ECCC Agreement requires a minimum of \$53,700 matching funds from IT taxes; ECCC Agreement provides \$69,000)
7. Safety	\$1,200	\$3,300	Change from SPOT safety devices to BIVY safety devices for staff field safety (better system) comes with increased costs (No ECCC requirements for matching funds; no ECCC funds provided).
8. Conservation Planning & Land Securement	\$26,550	\$37,000	- Species at risk potential surveys - Nature reserve/covenant securement costs: biological surveys, archaeological and Indigenous knowledge surveys, land appraisals, legal advice, land surveys and other needed expertise and reports as relevant; support for select landowner costs (does not include direct purchase costs.) - Update ITC Property Management Strategy to include species at risk data and information. - Landowner contact with landowners that have shown an interest in donation of ecologically-valuable private land with species at risk values within the Islands Trust Area. (ECCC Agreement requires a minimum of \$25,000 matching funds from IT taxes; ECCC Agreement provides \$12,000).
9. Ecosystem Mapping	\$0	\$9,200	New mapping work (that provides more information on species, habitat or ecosystem features) integrated into Islands Trust mapping systems to support more improved decision making (committed to in the ECCC grant) (ECCC Agreement requires a minimum of \$5,000 matching funds from IT taxes; ECCC Agreement provides \$4,000 – increased from \$0 in 2024/25).
10. Legal	\$22,000	\$30,000	ITC issues becoming more complex/increasing need for additional legal input/increasing cost of legal services.

Budget Line Item	2024/25 Budget	2025/26 Budget	Notes
			(No ECCC requirements for matching funds; no ECCC funds provided –reduced from \$4,200 in 2024/25 to \$0).
11. Training & Conferences	\$4,700	\$6,400	New Protected Area Team Lead position, increasing registration costs, and anticipated training needs (ECCC Agreement requires a minimum of \$1,000 matching funds from IT taxes; no ECCC funding).
12. Travel for Training	\$4,000	\$4,500	- New Protected Area Team Lead position - Anticipated increase to km/meal costs required in the union agreement (No ECCC requirements for matching funds; no ECCC funds provided).
13. Travel	\$26,000	\$26,000	No change (ECCC Agreement requires a minimum of \$5,000 matching funds from IT taxes; ECCC Agreement provides \$6,500).
14. FN Engagement Capacity Funds/ITC Plan	\$20,000	\$0	Anticipate all capacity funding for this project will be paid for in 2024/25 requiring no funding in next fiscal (No ECCC requirements for matching funds; no ECCC funds provided).

FOLLOW-UP: Staff will follow-up as directed. Staff and the ITC representative to the Financial Planning Committee will convey the results of Trust Council deliberations to the ITC Board at its January 2024 meeting.

Prepared By: Carolyn Stewart, A/Manager, Islands Trust Conservancy
Reviewed By: Clare Frater, Director, Trust Area Services / November 14, 2024

ISLANDS TRUST
Fiscal Year 2025/26
PROPOSED LTC PROJECTS

ITEM	AMOUNT	TOTAL	Funding Source
<u>Specific Projects >\$5000:</u>			
DE: Denman Island Housing Review - Phase 2	\$ 12,000		taxes
GM:Gambier OCP/LUB Amendments Implementation	\$ 10,000		taxes
GB:Gabriola OCP/LUB - Phase 3	\$ 30,000		taxes
LA: OCP and LUB Review - Phase 1	\$ 15,500		taxes
MA: Housing Options - Year 2	\$ 8,000		taxes
NP:Housing Access and Affordability - Year 2	\$ 8,000		taxes
SS:OCP/LUB - Year 2	<u>\$ 174,000</u>	\$ 257,500	surplus/taxes
<u>Minor Projects Placeholder:</u>			
Pool for Allocation to LTCs in Year		\$ 36,500	
Total Specific LTC Projects		\$ 294,000	
<u>SSI LTC projects proposed for funding from Special Tax Reserve Funds:</u>			
SSIWPA Plan Coordination	\$ 55,000		surplus
SSI Groundwater Sustainability Strategy	<u>16,500</u>	\$ 71,500	surplus
Total planned spending on LTC projects		<u>\$ 365,500</u>	



BRIEFING

To: Trust Council **For the Meeting of:** December 4, 2024
From: Director, Planning Services **Date Prepared:** November 15, 2024
SUBJECT: RPC Feedback Regarding Planning Services – Project Feasibility

PURPOSE:

On October 23, 2024, the Financial Planning Committee (FPC) carried the following motion:

FPC-2024-038

It was MOVED and SECONDED,

that Financial Planning Committee request that the Regional Planning Committee review and provide comments to the Financial Planning Committee on the Planning Services – Project Feasibility Assessment report (Agenda Item 7.2.3.2) and include consideration of the feasibility of completing the projects this term. CARRIED

On November 8, 2024, the Regional Planning Committee considered FPC's motion and carried the following (draft) motion in response:

RPC-2024-022

It was MOVED and SECONDED,

That Regional Planning Committee advise Financial Planning Committee that it supports the Local Trust Committee Major Projects as submitted, and supports the Planning Services Feasibility Assessment staff report of September 27, 2024, including the assumption that adequate resources will become available through the year due to rescheduling. CARRIED

BACKGROUND:

The Planning Services – Project Feasibility Assessment Report summarized that there is an estimated deficit of approximately 600 planning staff hours to fully implement and manage all proposed projects as of April 1, 2025. After discussion of specific local trust committee projects and timelines, the Regional Planning Committee resolved that project timing/staging will permit projects to proceed.

ATTACHMENT(S):

1. Planning Services Project Feasibility Assessment Report dated September 27, 2024

FOLLOW-UP: None requested for the Regional Planning Committee.

Prepared By: Director Planning Services

BRIEFING

To: Financial Planning Committee **For the Meeting of:** October 23, 2024

From: Stefan Cermak, Director,
Planning Services **Date Prepared:** September 27, 2024

SUBJECT: Planning Services – Projects Feasibility Assessment

PURPOSE

To provide the Financial Planning Committee with a feasibility assessment comparing Planning Services related budget case submissions for the next fiscal year (FY2025/26) to projected available staff resources.

SUMMARY

Seven local trust committees have submitted business cases for Major LTC projects, requesting a total \$257,500 for the 2025/26 fiscal year. These are a mix of on-going and new projects. The focus of the new projects are on reviewing and updating OCPs and LUBs, while three on-going projects are addressing the housing crisis.

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.

Staff estimate a total 3600 hours of requested planner time based on business case submissions. The estimated annual availability of planner time on the Regional Planning Team time is 3000 hours (this is exclusive of time for leave, administrative tasks, required training and staff meetings, etc) or 2.5 FTE (full-time equivalents). Staff's assessment is that there is not sufficient staff resources to fully implement and manage the proposed projects as of March 1st 2024, but that the projects can be supported by delaying the start of projects, utilizing other senior planners or use of an auxiliary.

BACKGROUND & ANALYSIS

Planning Services staff provides direct planning services to Trust Council's Regional Planning Committee and Local Trust Committees, 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 currently has three top priority projects:

1. Bylaw Compliance and Enforcement Review
2. Implementation of Housing Strategic Action Plan
3. Implementation of the Fresh Water Sustainability Strategy

Local Trust Committees

Major and Extraordinary Projects

Seven Local Trust Committees have submitted additional operations business cases requesting a total of \$214,000 for the 2025/26 fiscal year (Table 1) to support Major Projects. The focus of most projects is OCP/LUB reviews, with some finishing housing review projects. Five of the LTC business cases are for ongoing projects and two projects are new although would build on previous work.

It is the expectation of senior staff that most future Major Projects will be OCP / LUB reviews and updates, with most other LTC initiatives being undertaken as Minor Projects. This will allow the Regional Planning Team to focus on the systematic updating of OCPs and LUBs as recommended in the LPS review and Governance Review Annex 1.

Table 1 RPC and LTC Committee 2025/26 Business Case Resources Summary

Committee	Item	Amount	Estimated Planner Time (hours)	Fiscal Year of project	Endorsed by
DE	Housing Review	\$12,000	450	Year 3	LTC
GB	OCP and LUB Review	\$30,000	450	Year 3	LTC
GM	OCP/LUB amendments	\$10,000	450	New	LTC
LA	OCP/LUB Review	\$15,500	450	New	LTC, RPC
MA	Housing Options	\$8,000	300	Year 2	LTC, RPC
NP	Housing Access and Affordability	\$8,000	300	Year 2	LTC, RPC
SS	OCP & LUB Review	\$174,000*	1200**	Year 3	LTC
Sub-Total		\$257,500	3600		

Projected available planner hours

3100

* \$128,500 unspent surplus, \$45,500 new

**Contract Services may supplement these hours

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 2025/26 budget.

Minor projects are managed by the "Local Planning Team" consisting of senior planners assigned to undertake day-to-day planning functions of 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.

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).

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.

The Regional Planning Team is currently assigned 2.6 FTEs (one planner is working half time) an approximate total of 3100 effective hours during the fiscal year (this excludes time for leave, administrative tasks, staff meetings, training and staff events, etc).

Staff estimate a total of 3600 hours of requested staff time based on business case submissions and using the same staff hour assumptions. Salt Spring Island Local Trust Committee is also seeking contracted services to support their major project. Assuming that the current on-going Major Projects continue to adhere to the project timelines and no senior planner vacancies, the difference can be made up by deferring the start of one of the new Major Projects several months, utilizing Island Planners to lead projects or complete the legislative phase of Major Projects, or by the use of an auxiliary planner (funded by the 0.4 FTE of the half time planner). There are two unforeseeable circumstances that can result in project delays: staff vacancies and LTC decisions to extend the project timeline.

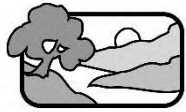
ATTACHMENT(S):

1. None

FOLLOW-UP:

Regional Planning Committee will be reviewing those LTC projects that have yet to be endorsed for screening against a draft priority matrix at their November 8, 2024 regular business meeting.

Prepared By: Stefan Cermak, Director, Planning Services



Islands Trust

**Budget Funding Request
Short-Form Business Case**

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Requested by (*Committee or Operational Unit*):
DENMAN LTC

Department:
LPS-Planning Services

Name of Request:

Final Phase Denman Island Housing Review (for OCP and LUB Amendments), Stage 2 - Phase 2 – Major Project
(Year 4 of project)

\$ Value of Request (*indicate by fiscal year and total if project is multi-year*):

2025-2026: \$12,000

Budget to-date: \$33,500
2022/23 = \$13,500
2023/24 = \$8,000
2024/25 = \$12,000

Budget Source (select all that apply):

- ☒ **Specific Project Funding** (select all that apply)
- ☐ Third Party Contractors
 - ☐ Staff Travel Expense
 - ☐ Staff Overtime Expense
 - ☐ New Staff Member – Temporary for project
 - ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ **Permanent**

☐ **Temporary**

Temp Duration: _____

☒ **Other** 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: September 2024

Funding Required for (date range):

April 1, 2025-March 31, 2026

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 the third phase of what was defined in the 2023/24 business case and described in the related project charter as Phase 2C of the Denman OCP and LUB Housing Policy Review. The work the 2025/2026 fiscal year involves First Nations and community consultation, analysis of options and bylaw drafting, public hearing, communications materials, and legal review.

This is a continuation of this project which began in 2022 at which time a consultant was engaged to identify community priorities related to housing (Phase 1).

Phase 2 was initiated in fiscal 2023/24. Work during this Phase 2A contributed to prioritizing specific options for OCP and LUB Review. Work had been approved with a budget of \$18,000 for the 2024-2025 fiscal year. \$16,000 was provided to the K'omoks First Nation to support their engagement in the project. Phase 2, Stage 1 included:

- Public engagement facilitated by the Housing Advisory Planning Commission
- The initiation of engagement with K'omoks Nation staff
- K'omoks exploration of interests

Phase 2B was initiated in May 2024 with a focus on advancing policy and regulatory amendments that increase the permitted number of housing units to address housing need while preserving and protecting the natural environment. A budget of \$15,000 was allocated to this project for fiscal 2024/25 project to support First Nations engagement, community engagement and public hearings and legal review. Phase 2B involves:

- First Nations engagement
- Public engagement
- Amendments to the OCP and the LUB to increase housing number of permitted housing units to address housing need while considering environmental impact
- Identifying advocacy policies

The Denman Housing Review Project 2C (Fiscal 2025/26) involves further First Nations Engagement and the drafting of OCP and LUB amendments. Phase 2C 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 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.

This business case will support the continuation of work in Phase 2 of the Denman Islands Housing Review (Phase 2C).

PROJECTED RESULTS/DELIVERABLES:**Phase 2C Fiscal 2025/26 \$12,000 – First Nations Engagement, Bylaw Amendments**

- OCP and LUB amendments to support specific actions identified in the Draft Housing Action Plan for:
 - 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:

Factors potentially affecting the timing of project deliverables:

- Regional Planning Team (RPT) capacity to manage the project in 2025/2026
- First Nations' capacity and timing may not align with project timelines
- The LTC may choose to not proceed with amendments
- Costs may exceed the budget due to consultation or other factors

ALTERNATIVES CONSIDERED:

Option 1: Proceed no further. Staff time and funding are not allocated to the project. Under this alternative the project does not complete bylaw drafting, does not proceed to bylaw readings.

Option 2: Proceed as a Minor Project. Should funding not be provided, the LTC may consider completing the work as a sequence of 'minor projects' with reduced scope, budget and deliverables.

Option 3: Reduced funding. This will limit the project scope of work and deliverables, limiting the ability to complete the project in the next fiscal.

CRITICAL SUCCESS FACTORS:

The project would be considered successfully completed if relevant amendments to the OCP and LUB are adopted by the end of the 2025/26 fiscal year. Longer term success would be measured through improvements to housing options, accessibility and affordability.

RECOMMENDED OPTION:

The recommended option is to fund the third year of the project as a Major LTC Project at the requested amount of \$12,000 for the coming fiscal year. This provides sufficient funding to complete the bylaw phase with continued project management by a Regional Planning Team planner.

COST/BENEFIT ANALYSIS:Quantitative Analysis:

\$12,000 for fiscal 25/26

- Consultation (First Nations, partners, community, communications) - \$5,000
- Public hearing - \$2,000
- Communications - \$3,000
- Legal Contingency - \$2,000

Qualitative Analysis: Project would contribute to and benefit from efficiencies associated with similar projects in other LTAs.

PURCHASING PROCEDURE:

N/A

PROPOSED IMPLEMENTATION STRATEGY:

Deliverable/Milestone	Date
Phase 2C – Options Requiring More Detailed Analysis and Engagement	
First Nations Engagement	April 2025 – September 2025
Bylaw Drafting/Community Engagement where required	April 2025 – June 2025
Legal Review	April 2025 – June 2025
Bylaw readings/ CIM	April - June 2025
Provincial Referral	June 2025

STAFF RESOURCING: Estimated hours

- 450 hrs (0.33 FTE) Regional Planning Team Project Manager
- 50 hrs (0.05 FTE) Planning Team Support
- Up to 40 hours LTC Planner
- Up to 10 hours Regional Planning Manager
- 180 hrs (0.10 FTE) Other support (Admin, communications, mapping, SIRA)

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- This project involves significant engagement with the K'omoks Nation. As such it is likely that other projects will emerge.
- Adoption of the bylaws will involve communications with the community and First Nations. The budget request will include public outreach and website updates normally completed as part of the organization's standard communications for bylaw updates.

Requested by Denman Island Local Trust Committee

Prepared by: Narissa Chadwick, Island Planner/ July 7, 2024

Reviewed by : Renée Jamurat, Regional Planning Manager/ July 30, 2024



Islands Trust

**Budget Funding Request
Short-Form Business Case**

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Requested by (Committee or Operational Unit):
GABRIOLA LTC

Department:
LPS-Planning Services

Name of Request:

Phase 3 - Gabriola OCP and LUB Review - Major Project
(Year 3 of project)

\$ Value of Request (indicate by fiscal year and total if project is multi-year):

2025-2026: \$30,000

Budget to-date: \$95,000
2023-24 -/2024 \$18,000
2024-25-/2025 \$77,000

Budget Source (select all that apply):

- ☒ **Specific Project Funding** (select all that apply)
- ☐ Third Party Contractors
 - ☐ Staff Travel Expense
 - ☐ Staff Overtime Expense
 - ☒ New Staff Member – Temporary for project
 - ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ **Permanent**

☐ **Temporary**

Temp Duration: _____

☒ **Other – please describe:** Consultants, Honoraria for First Nations for on-going meetings and participation, technology, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.

Date of Submission to Finance: September 2024

Funding Required for (date range):

April 1, 2025-March 31, 2026

TIE TO ISLANDS TRUST GUIDING DOCUMENTS

Trust Council [Strategic Plan 2018-2022](#) contains objectives to:

- Preserve, protect and advocate for forest and terrestrial ecosystems
- To preserve and protect marine ecosystems
- Mitigate and adapt to climate change impacts
- Strengthen Housing Affordability Throughout the Islands Trust Area

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 3) 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 Nations perspectives 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 involve review and potential updates to DPAs and updated mapping based on existing 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.

By the end of Phase 3 it is anticipated that a first draft of the revised OCP will be complete. This will include new mapping and guideline development for new DPAs. Phase 3 will also involve amending the LUB to ensure consistency with the revised OCP. The anticipated cost of Phase 3 is \$30,000 to support First Nations engagement, legal review, public engagement, communications and mapping DPAs.

The OCP and LUB review process will be informed by the OCP and LUB Review Phases 1 and 2. These phases of the project involved:

- Early First Nations engagement
- A community engagement process contributing development of draft Gabriola Vision 2050
- Suitable Land Analysis and Build Out Analysis
- Community engagement on key topics
- DPA review
- Initiation of bylaw drafting

With this business case the LTC is seeking the funds to support Phase 3.

PROJECTED RESULTS/DELIVERABLES:**Phase 3 Fiscal 2025/26 \$30,000 – DPA Development, OCP completion and Initiation of LUB review:**

- Continuing First Nations engagement
- Revision of DPAs to include new mapping
- Communications and Engagement
- Drafting OCP Bylaw and Legal Review
- Legislative Process: OCP bylaw readings, CIMs and Public Hearing, Ministerial Approval, Adoption
- LUB amendment drafting

The Gabriola OCP will provide model policies for other LTCs and a model process to demonstrate the successive process of updating the LUB to ensure OCP consistency.

Previous Phases:

Phase 2 Fiscal 2024/2025 \$77,000 - Data Collection and Discussion

- First Nations consultation
- Compiling baseline/technical information
- Suitable Land Analysis
- Water Balance Assessment
- Engagement on key topics
- Initiation of bylaw drafting

Phase 1 Fiscal 2023/2024 \$18,000 – Gabriola Visioning 2050

- Initial FN consultation
- APC/HAPC/Community Engagement
- Public Education

RISK ASSESSMENT:

Factors potentially affecting the timing of project deliverables:

- Regional Planning Team (RPT) capacity to manage the project in 2025/2026;
- Capacity and available expertise to support mapping and data needs within the budget;
- Available capacity from supporting staff;
- First Nation capacity and interest to engage may not align with project timelines;
- Ability to retain an Indigenous consultant to assist with FN engagement.

Financial implications:

- Cost may exceed the budget due to additional consultation needs or other factors.

Resource requirements:

- RPT has allocated time to the continuation of this project in anticipation of budget approval.
- Overall staff resourcing from the RPT to complete all major projects is limited and may not be able to accommodate any extensions to project timeline and work scope.
- Overtime hours have not been estimated at this time, however it is reasonable to expect based on a project of this kind.

ALTERNATIVES CONSIDERED:

Option 1: Proceed no further. Staff time and funding are not allocated to the project. Under this alternative the project does not complete bylaw drafting, does not proceed to bylaw readings.

Option 2: Proceed as a Minor Project. Should funding not be provided, the LTC may consider completing the work as a sequence of 'minor projects' with reduced scope, budget and deliverables. This would limit the planned engagement and DPA work.

Option 3: Reduced funding. This will limit the project scope of work and deliverables such as DPA work, engagement and communications.

CRITICAL SUCCESS FACTORS:

- Allocation of planning services staff time (Regional Planning Team and staff support)
- First Nations engagement
- Islands Trust staff resources used for DPA mapping work
- The project would be considered successfully completed if the amendments to the OCP and LUB are adopted. Success could be measured over the longer term through measurables such as improved relations with First Nations and updated policy and regulatory bylaws to address their interests and

concerns. Success can also be measured by evaluating how many LTCs are able to use the model policies and model process of updating their LUBs for OCP consistency.

RECOMMENDED OPTION:

The present funding request is for \$30,000 for fiscal 2025/26 to allow the Gabriola Island OCP-LUB project to progress through Phase 3.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

\$30,000 for fiscal 2025/26 for Phase 3

- \$10,000 - First Nations Consultation
- \$10,000 – DPA mapping
- \$6,000 – Communications and Engagement
- \$4,000 – Legal Review

Qualitative Analysis:

- If no action is taken, Gabriola Island forests, shorelines and indigenous heritage may be at risk of continued.
- Degradation from future rural development, and housing affordability will continue to be an issue.
- Undertaking the project may include benefits such as improved First Nations relations and implementation of actions towards effective reconciliation, enhanced protection of marine, forest and terrestrial ecosystems.

PURCHASING PROCEDURE:

Not applicable if the work is done in-house by staff. However there will be other financial services required such as legal review, capacity work agreements, and hiring consultants were necessary as identified through a work program.

PROPOSED IMPLEMENTATION STRATEGY:

Deliverable/Milestone	Date
First Nations Engagement	April 2025 – March 2026
DPA Mapping	April 2025 – November 2025
Public Engagement	April 2025 – March 2026
OCP Bylaw Drafting	March 2025 –Sept 2026
Legal Review	March 2025 –Nov. 2025
Bylaw readings/ CIM	Jan 2026 – March 2026
OCP Provincial Referrals	January 2026 - TBD
LUB Drafting	January 2026 – June 2026

STAFF RESOURCING:

- 450 hours (0.33 FTE) Regional Planning Team Project Manager
- Up to 100 hours LTC Planner Support
- 180 hours (0.10 FTE) GIS - Mapping
- Up to 90 hours Administrative Support *subject to other approved major projects
- 180 hours (0.10 FTE) Communications Specialist
- Up to 20 hours Regional Planning Manager
- Overtime is expected for Planner and Administration staff hours.
- Overall staff resourcing from the RPT to complete all major projects is limited and may not be able to accommodate any extensions to project timeline and work scope.

- | |
|--|
| <ul style="list-style-type: none">- It is anticipated that staff resources to support RPT projects from the existing staff allocation is feasible, however in a limited capacity. |
| CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: <ul style="list-style-type: none">- Significant engagement with the Snuneymuxw First Nation will strengthen this project. To date their interests have not been clearly identified. |

Requested by: Gabriola Island Local Trust Committee

Prepared by : Narissa Chadwick, Island Planner / August 21, 2024

Reviewed by: Renée Jamurat, Regional Planning Manager / August 26, 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): Gambier Island Local Trust Committee	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 2025-26: - Legal review of potential OCP/LUB amendments to implement Squamish Nation engagement high priority recommendations (i.e. Heritage Conservation Area(s) and Shoreline Development Permit Area(s)); legislative review process (community information meeting, referrals, public hearing, post adoption communications)
Department: Planning Services	
Name of Request: Final Phase Gambier Island OCP and LUB Amendments Implementation- Major Project	
\$ Value of Request \$10,000	
Date of Submission to Finance:	Funding Required for (date range): April 2025 – March 31, 2026

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 relevant reference, along with hyperlinks to external documents where available.)

The most recent Islands Trust Council [Strategic Plan 2018-2022](#) contains objectives to:

- To preserve and protect marine ecosystems
- 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
- Preserve, protect and advocate for forest and terrestrial ecosystems

This project would support the achievement and implementation of these objectives in the Gambier Island Local Trust Area.

ISSUE/OPPORTUNITY:

Initiated in 2022, the Gambier Island OCP and LUB targeted review is a top-priority project and requires implementation/completion in the 2025/26 fiscal. The project is aimed at these focussed and interconnected topic areas: heritage preservation and protection (indigenous natural and cultural heritage), and protection of shoreline and forest ecosystems. This targeted review process and resulting amendments to the OCP and LUB would address issues and provide opportunities as follows:

- Strengthen relations with First Nations in the Howe Sound region, honouring the Gambier reconciliation standing resolution # GM-2019-061 and the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningful engagement with Skwxwú7mesh/Squamish Nation, and others, working to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.
- Update Gambier Island's OCP, which has not been substantially updated since 2001 and 2004 respectively, and to be reflective of reconciliation and First Nations engagement, including acknowledgement of First Nations treaty and territorial rights and title, including place, context and inherent rights.
- Aligns and advances the Islands Trust Strategic Plan Objective "to preserve and protect marine ecosystems" and Strategy to "undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore," by specifically reviewing and strengthening Gambier shoreline protection policies and regulation, and incorporating work to-date advanced by the Regional Planning Committee.
- Aligns and advances the Islands Trust Strategic Plan Objective "Preserve, protect and advocate for forest and terrestrial ecosystems", by reviewing and strengthening Gambier forest protection policies and regulations as guided by the Islands Trust Toolkit for the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems. There are thirteen Coastal Western Hemlock (CWH) ecosystems under threat in this region and are under-protected. Only 2% of CWH ecosystems in the Salish Sea region are protected, highlighting the urgent need to conserve remaining mature and old-growth forests*.

The LTC is seeking funds to support the completion of the project which includes a comprehensive legal review and the legislative process after first reading.

* Islands Trust Conservancy, *Gambier Island Local Trust Area Coastal Western Hemlock Forests, Forest Fact Sheets*, June 2020

PROJECTED RESULTS/DELIVERABLES:

	Date Range	Budget Request
Funding Request Final Phase: Legal Review and Legislative Process and Implementation (2025-2026)		\$10,000
Legal Review of Heritage Conservation Area(s) and Development Permit Area(s) in draft OCP and LUB	Spring 2025	\$6,000
1 st reading, further engagement, referrals to First Nations and agencies	Spring/Summer 2025	0
Consideration of changes and 2 nd reading	Fall 2025	0
Community Information Meeting and Public Hearing	Fall/Winter 2025	\$2,000
3 rd reading	Winter 2025	0
Forward to Executive Committee and Ministry of Municipal Affairs	Winter 2025	0
Final Adoption	Spring 2026	0
Bylaw amendment communications	Spring 2026	\$2,000

RISK ASSESSMENT:

- Factors potentially affecting the timing of project deliverables include the Regional Planning Team capacity to manage the project in 2025/2026 along with other competing LTC projects that are yet to be approved for that timeframe.
- Unanticipated timing delays or extensions due to change of scope, trustee or staff availability/capacity, coordination with other IT projects, or other factors.
- Further delays to updating the OCP/LUB reflecting the engagement with the community and First Nations may necessitate a need to re-engage in the future.

ALTERNATIVES CONSIDERED:

Option 1: Proceed no further. The benefit of not proceeding further is budget savings. The risk of not implementing the First Nations engagement recommendations into updated policies and regulations may adversely impact relations with First Nations and threaten culturally significant areas of the island with status quo development.

CRITICAL SUCCESS FACTORS: *(What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

The following are identified as critical for this project to be successful:

- Staff capacity in the Regional Planning Team and staff support.

The project would be considered successfully completed if the amendments to the OCP and LUB are adopted. Success could be measured over the longer term through measurables such as improved relations with First Nations and updated policy and regulatory bylaws to address their interests and concerns. Success can also be measured by evaluating how many LTCs are able to borrow the planning research, First Nations engagement framework and draft policies/regulations in their own reconciliation efforts.

RECOMMENDED OPTION:

The present funding request is for \$10,000 for fiscal 2025/26 to allow the Gambier Island OCP-LUB project to be implemented and completed.

COST/BENEFIT ANALYSIS: <i>(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.)</i> <u>Quantitative Analysis:</u> \$10,000.00 for fiscal 2025/2026 for Final Phase (Implementation) <u>Qualitative Analysis:</u> • Funding is necessary to update policies and regulations to expand the scope of protections in the OCP and LUB for island forests, shorelines, and Indigenous heritage. • Project completion of these final steps may include benefits such as improved First Nations relations and implementation of actions towards effective reconciliation.
PURCHASING PROCEDURE: N/A
PROPOSED IMPLEMENTATION STRATEGY: <i>(What are the specific features of the “roll-out” of the recommended solution? What is the <u>timeline</u> and anticipated <u>date of completion</u> for this initiative?)</i> - See Projected Results/Deliverables above. - Results in updated OCP and LUB bylaws for Gambier Island. - Advances Islands Trust Strategic Plan Objectives. - Implementing actions in the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningful engagement with First Nations, to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives. - Updated DAI Bylaw
STAFF RESOURCING: <i>(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.)</i> The project would be managed by an Island Planner assigned from the Regional Planning Team, estimated at 450 hours, with support from the Gambier Island Planner (up to 40 hours), RPM (up to 10 hours), admin support (up to 20 hours subject to other approved major projects) and support from the Senior Indigenous Relations Advisor (40 hours), GIS staff (20 hrs) and communications staff (40 hrs).
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: <i>(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?)</i> Adoption of the bylaws will involve communications with the Gambier Island community and First Nations. The budget request will include public outreach and website updates normally completed as part of the organization’s standard communications for bylaw updates.

Requested by (Committee or Business unit): Gambier Island Local Trust Committee

Prepared by: Sonja Zupanec, Island Planner / August 13, 2024

Reviewed by: Renée Jamurat, Regional Planning Manager / August 20, 2024

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): Lasqueti Island Local Trust Committee	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 2025-26: - Community consultation, shoreline value mapping exercise, First Nations consultation, support for advisory bodies, and contingency
Department: Planning Services	
Name of Request: Phase 1 Lasqueti Island OCP and LUB Review - Major Project	
\$ Value of Request \$15,500	
Date of Submission to Finance: September 2024	Funding Required for (date range): April 1, 2025 – March 31, 2026
TIE TO ISLANDS TRUST GUIDING DOCUMENTS: <i>(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 relevant reference, along with hyperlinks to external documents where available.)</i> The most recent Islands Trust Council Strategic Plan 2018-2022 contains objectives to: • Preserve, protect and advocate for forest and terrestrial ecosystems • To preserve and protect marine ecosystems • Mitigate and adapt to climate change impacts	

- Strengthen Housing Affordability Throughout the Islands Trust Area

This project would support the achievement and implementation of these objectives in the Lasqueti Local Trust Area.

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 Lasqueti Island Local Trust Committee would like to build on the work completed to date regarding minor updates to the OCP and LUB by undertaking a fulsome review of the Official Community Plan (OCP) and Land Use Bylaw (LUB) to inform necessary updates, estimated to be completed in the next three fiscal years. This project will fill gaps that were not addressed in the existing project to review the OCP. The existing project is a minor project with a limited scope which has resulted in some emerging issues not being addressed. This project will seize opportunities to improve communication and relationships with First Nations, and engage with the Island community in order to address future housing needs, climate change, shoreline planning, and work towards Islands Trust strategic goals.

Phase 1 of this project is proposed to include community consultation, First Nations engagement and staff analysis to inform the future re-write of the OCP and LUB in the subsequent fiscal year.

As a Major Project, the initiative would be managed by the Regional Planning Team.

LA-2024-005

It was MOVED and SECONDED

that the Lasqueti Local Trust Committee direct staff to prepare a business case for the 2025/26 budget that includes:

1. Completion of any unfinished items from the OCP/LUB Review Project - Charter version 6.1, dated May 2024
2. Items 2, 3, and 4 from the Future Projects Report, dated April 29, 2024
3. Land Use Bylaw review and potential revisions arising from OCP amendments.
4. An updated community vision statement.

CARRIED

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.)*

Benefits: The project, when completed would result in a new OCP and LUB that would address First Nations concerns and interests; enhance the protection of marine, forest and terrestrial ecosystems; strengthen policies to support affordable housing; enhance resiliency to climate change; and take proactive action on managing mooring buoys. This will also result in greater clarity to applicants and staff when evaluating planning applications and development proposals.

Anticipated Deliverables could include:

Funding Request for Proposed Phase 1 (2025/26): Consultation, Confirming Topics	When	Estimated Budget
First Nations engagement and consultation to confirm their	Spring/Summer/Fall 2025	\$8,000

interests, concerns and recommendations regarding future land use planning on Lasqueti Island and necessary policy and regulatory updates ;		
APC and Community engagement and consultation to map community values along the shoreline of Lasqueti Island; draft a new vision statement for the OCP and gauge support for Phase 2 review topics and necessary policy and regulatory updates;	Summer 2025 to Winter 2026	\$5,000
Staff analysis and recommendations	Winter/Spring 2026	\$1,000
Contingency		\$1,500
Phase 2: OCP and LUB Drafting and Community and FN Engagement,	Future Business Cases to be prepared for work extending beyond the 2025-26 Fiscal Year. Proposed Phase 2 (2026/27): - Ongoing community engagement; - Update the OCP and LUB to align with the model bylaw template; the Regional Conservation Plan, and Coastal Douglas-Fir Toolkit; - Update OCP objectives, policies advocacy policies and LUB regulations related to subdivision, housing, feral sheep, conservation targets, climate change, and Short-term Vacation Rentals and Tourism; - Develop a management plan for mooring buoys and access to the shoreline in Scottie Bay; - Develop a marine conservation designation and zone.	
Phase 3: Legislative Review and Bylaw Readings	Future Business Cases to be prepared for work extending beyond the 2025-26 Fiscal Year.	

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 several contingencies that could negatively affect the project outcome or deliverables:

Financial implications:

- Costs may exceed the budget due to consultation, change of scope, or other unanticipated factors.

Resource requirements:

- Staff resources: The regional planning team may not be able to support the project due to other on-going projects or limited staff capacity. In addition, it is anticipated that overtime hours may be required for any engagement events and business meetings that occur outside of regular business hours.
- It is estimated that the following staff and support is needed for this project: Regional Planning Team Planner = 450 hrs; Lasqueti Planner up to 40 hours; Regional Planning Manager = 10 hrs; Senior Indigenous Relations Advisor = 20 hrs; Admin = up to 100 hrs subject to other approved major projects; GIS = 20 hrs; Communications = 40 hrs.
- Unanticipated timing delays or extensions due to change of scope, trustee or staff availability/capacity, coordination with other IT projects, or other factors.
- Overtime hours have not been estimated at this time, however it is reasonable to expect based on a project of this kind.

Other implications:

- In a scenario where the current proposed OCP bylaw does not get adopted prior to commencement of this project, staff would be unable to proceed until the existing project is substantially completed (i.e. bylaw is forwarded to Minister for adoption). This would be due to limited staff resources to both complete an existing project and initiate a new project concurrently.
- First Nations' capacity, interest/priority, and timing may not align with project timelines.
- Project will not be completed prior to the current LTC term ending, and new elected officials may have different priorities outside of the scope of this project. In this scenario, staff would not prepare a business case until the new LTC requests a review of land use bylaws.
- Once the project is underway, the LTC may choose to not advance the draft bylaw to readings.

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 allocated to the project and the work does not proceed this fiscal year.

Benefits – Staff time will be focussed to completing existing projects and LTC meeting business, and any new approved minor projects. The Regional Planning Team may provide a checklist for all OCPs and prioritize reviews through the Regional Planning Committee (re: Policy 5.9.1, section B.1.3).

Risks – Restricted time left in LTC term to take on a major project in another fiscal year.

Financial implications – Trust Council does not budget funding for this project.

Resource requirements – none.

Other implications – Regional Planning Team time would be allocated to major projects for other Local Trust Areas.

Option 2: Proceed with specific priority aspects of this request as a Minor LTC Project. This would limit the project budget to a maximum of \$5,000 per fiscal year and limit the scope of the project so that not all LTC identified issues would be addressed.

Benefits – More chance of success to complete the project within the LTC term.

Risks – New changes that come up through the process would be out of scope. Would not address all the LTC's requested items. Could be a challenge to conduct fulsome engagement with First Nations and the community given the limits of minor project resources. Over time, could result in numerous minor projects which may be a less efficient use of staff time when compared to a single major project.

Financial implications – Budget is less than a major project and can likely be accommodated within the minor project budget through Planning Services.

Resource requirements – May still require time of other support staff.

Other implications – Will delay addressing some LTC identified issues with bylaw amendments. Would not allow for all interrelated factors and topics to be considered in a single project.
CRITICAL SUCCESS FACTORS: <i>(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.)</i> The following are identified as critical for this project to be successful: • Completion of the current minor project to amend the Lasqueti OCP • Sufficient capacity and interest from First Nations to engage on the project • Staff capacity in the Regional Planning Team and staff support The project would be considered successfully completed if relevant amendments to the OCP and LUB are adopted. Success could be measured over the longer term through measurables such as: • Improved relations with First Nations and updated policy and regulatory bylaws to address their interests and concerns; • Observation of stable and healthy terrestrial and marine ecosystems.
RECOMMENDED OPTION: <i>(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)</i> The recommended option is to fund the initiative as a Major LTC Project at the requested amount of \$15,500 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, with only some of the work, as a Minor Project. If taken on as a minor project, the project scope would be reduced.
COST/BENEFIT ANALYSIS: <i>(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.)</i> <u>Quantitative Analysis:</u> \$15,500 for fiscal 2025-26 for Year 1 - Consultation (APC, First Nations, stakeholders, community, communications) – \$13,000 - Staff analysis and recommendations – \$1,000 - Contingency –10% contingency of the total fiscal year cost – \$1,500 <u>Qualitative Analysis:</u> • Undertaking the project may include benefits such as improved First Nations relations and implementation of actions towards effective reconciliation, enhanced protection of marine, forest and terrestrial ecosystems; • The project may also strengthen policies to support affordable housing; and enhance resiliency to climate change.
PURCHASING PROCEDURE: <i>(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.)</i> Not applicable if the work is done in-house by staff. However there may be other financial services required such as legal review and capacity work agreements, as identified through a work program.

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 project is proposed to be completed over three fiscal years, with Year 1 primarily consisting of consultation and review of options, Year 2 consisting of drafting, review and adoption of OCP and LUB bylaws, and Year 3-4 consisting of the legislative process review and adoption.

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.)*

- 450 hours (0.33 FTE) Regional Planning Team Project Manager
- Up to 40 hours LTC Planner Support
- 20 hours GIS - Mapping
- Up to 100 hours Administrative Support *subject to other approved major projects
- 40 hours Communications Specialist
- 40 hours Senior Indigenous Relations Advisor (SIRA) Support
- Up to 10 hours Regional Planning Manager

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 will involve communications with the Lasqueti Island community and with First Nations. The budget request will support the communications and engagement with these communities.

Requested by (Committee or Business unit): Lasqueti Island Local Trust Committee

Prepared by: Stephen Baugh, Island Planner / June 24, 2024

Reviewed by: Renée Jamurat, Regional Planning Manager / June 28, 2024

OCP/LUB Review Project

Lasqueti Island Local Trust Committee

Date: June 2024

Purpose: To review and update the Lasqueti Official Community Plan policies and Land Use Bylaw regulations pertaining to First Nations interests, subdivision, housing, short term vacation rentals, conservation, and protection of the natural environment. Outcomes of this project will include a new OCP and LUB as well as a management plan for Scottie Bay.

Background: The LTC identified several topics as priorities for policy and regulation development in May 2024 stemming from engagement for a previous OCP project. It is understood that additional public engagement as well as engagement with First Nations on the identified topics will be required prior to developing specific policy and regulatory language.

Project Team	
Regional Planning Manager	Project Sponsor
Regional Planning Team Planner	Project Manager / Planner
Senior Indigenous Relations Advisor	IT First Nations Liaison
Island Planner	Planner Support
Legislative Clerk	Legislative Process / Bylaw Review

Budget		
Fiscal	Item	Cost
2025-26	First Nations Engagement	\$8,000
2025-26	Community Engagement	\$5,000
2025-26	Staff analysis and recommendations	\$1,000
2025-26	Contingency	\$1,500
2025-26	Total	\$15,500
2026-27	OCP and LUB Drafting and Consultation	TBD
2027-28	OCP and LUB Legislative Review and Adoption	TBD



Islands Trust

**Budget Funding Request
Short-Form Business Case**

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TO BE COMPLETED BY INITIATOR

Requested by:

Mayne Island Local Trust Committee

Department:

Planning Services

Name of Request:

**Mayne Island Housing Options Project
(Year 2 of project)**

**\$ Value of Request (indicate by fiscal year and
total if project is multi-year):**

FY 2026: \$8,000

FY 2025: \$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: _community engagement,
First Nations engagement, public hearing, legal
contingency**

Date of Submission to Finance:

LTC resolution: July 29, 2024

**Funding Required for (date range): Apr 2025 to Dec
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: This on-going project (current phase commenced May 2024) is intended to address the need for an increase in housing options. The Mayne Island LTC has been engaged in reviewing housing options for the past four years. This request is to support the continuation of the current phase of the Mayne Island housing project. This phase includes First Nations and community consultation, and OCP and LUB updates to increase housing options.

The first phase of this project 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
- Amending the Mayne bylaws to permit flexible housing, and providing a model for other bylaws
- 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 (current phase) would support the Islands Trust's Strategic Plan Goal to "Strengthen housing affordability throughout the Trust Area" by:

- Utilizing the Islands Trust Housing Toolkit
- Amending Mayne OCP and LUB to permit further housing options, specifically expanded secondary suites areas, expanded flex housing areas and density bonuses for land for affordable housing
- 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

In the 2025 fiscal year work involves First Nations and community consultation, evaluation of options and bylaw drafting. The proposed FY2026 request (\$8,000) would fund any further engagement, the bylaw process, including a public hearing, communications materials, and includes a small contingency for a legal opinion.

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:

Option 1: Staff time and funding are not be allocated to the project: under this alternative the project does not proceed to the bylaw phase, or the LTC considers completing the work as a 'minor project'

Option 2: Reduced funding: This may limit the ability to complete the project in the next 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 second year of the project as a Major LTC Project at the requested amount of \$8,000 for the coming fiscal year. This provides sufficient funding to complete the bylaw phase with continued project management by a Regional Planning Team planner.

COST/BENEFIT ANALYSIS:

Quantitative Analysis: \$8,000 for fiscal year 2025

- Consultation (First Nations, partners, community, communications) - \$2,000
- Public hearing - \$2,000
- Communications - \$2,000
- Legal Contingency - \$2,000

Qualitative Analysis: project would contribute to and benefit from efficiencies associated with similar projects in other LTAs.

PURCHASING PROCEDURE: N/A

PROPOSED IMPLEMENTATION STRATEGY:

Early engagement with First Nations - COMPLETED	June 2024
Engage partners (eg. Habitat for Humanity, CRD, MIHS) - COMPLETED	June 2024
LTC review of analysis, issues and opportunities – ON-GOING	Sept-Dec. 2024
Community Consultation as needed – ON-GOING	Sept – Dec 2024
Bylaw Drafting	Jan – March 2025
Bylaws Readings/ Referrals/ Public Hearing	April – Sept 2025
OCP Amendments to EC/Province	October 2025
Final Adoption	TBD

STAFF RESOURCING:

0.25 FTE Regional Planning Team Project Manager

0.10 FTE Planning Team Support (RPM)

0.10 Other support (Admin, communications, mapping, SIRA)

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: N/A

Requested by (Committee or Business unit): Mayne Island Local Trust Committee

Prepared by (name, title)/date: Narissa Chadwick, Island Planner

Reviewed by (name, title)/date: Robert Kojima, Regional Planning Manager



Islands Trust

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Short-Form Business Case**

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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:

Fiscal Year 2026 - \$8,000
Fiscal year 2025 - \$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 2026:

- On-going community consultation, on-going First Nations consultation, Bylaw amendments, and legal contingency

Date of Submission to Finance:

LTC resolution: July 26, 2024

Funding Required for (date range):

April 1, 2025 – March 31, 2026

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. A Budget Funding request was submitted to Trust Council last year and approved in the amount of \$15,000 for fiscal year 2025 for 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.

Work is currently underway on the project, with community and First Nations consultation, and a review of housing options scheduled to be completed by the end of the fiscal year (March 31, 2025). The LTC is requesting funding of \$8,000 for the subsequent phase of the project, which would involve bylaw drafting, readings, public hearing, on-going community and First Nations consultation, along a contingency for any legal questions.

This project would be consistent with Islands Trust Council Strategic Plan Goal to “Strengthen housing affordability throughout the Trust Area”. It is also utilizing 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.

PROJECTED RESULTS/DELIVERABLES: the project would result in amendments to the OCP and LUB that would provide opportunities and options for greater housing diversity and affordability. A Housing Action Plan that includes non-bylaw actions may 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. Currently preliminary work is being undertaken by the Island Planner.
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:**If the project is not funded for Fiscal 2026:**

Option 1: Proceed with the initiative as a Minor LTC Project – this would limit the project budget to a maximum of \$5,000 for the fiscal year.

Option 2: Defer: the completion of project could be deferred to a future fiscal year.

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 at the requested amount of \$8,000 for the coming fiscal year. This provides sufficient funding to complete the project.

COST/BENEFIT ANALYSIS:

Quantitative Analysis: \$8,000 for fiscal 2026 for:

- On-going community consultation - \$2,000
- On-going First Nations consultation - \$2000
- Public hearing - \$2,000
- Legal 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 final year consisting of on-going consultation, 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 12, 2024

Reviewed by (name, title)/date:



Islands Trust

**Budget Funding Request
Short-Form Business Case**

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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):

2024-25 - \$222,000

2024-25 – 86,500 Moved by LTC from Ganges Village Area Planning Project to OCP/LUB project

2024-25 - \$308,500 Total

(NOTE: Approximately \$128,500 of these funds will not be spent by the of Fiscal 2024-25 and will need to be taken from surplus to fund the project in fiscal 2025-26)

2025-26: \$174,000 – (\$128,500 from surplus unspent in 2024/25 and new request of \$45,500)

Total budget for project over two years: \$354,000

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: _____

☐

X Other – please describe:

- Early and Ongoing Engagement with First Nations with Treaty and Territorial Interests on SSI
- Project Consultant Scope of Services Received July 31, 2024
- Communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications
- Technical support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community

	- engagement meetings - Technical support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community engagement meetings
Date of Submission to Finance: February, 2024 SSLTC endorsed: October 1, 2024	Funding Required for (date range): April 1 2024-March 31, 2025, \$ 180,000 April 1 2025-March 31, 2026, \$ 174,000
TIE TO ISLANDS TRUST GUIDING DOCUMENTS: <i>(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.)</i> 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.	

ISSUE/OPPORTUNITY: <i>(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)</i> This business case involves the underspent project budgets for the 2024/2025 fiscal year (FY2024/25) that was approved by the Islands Trust Financial Planning Committee to be carried over to the 2024/2025 budget cycle. This business case involves funding support for a major amendment to the Salt Spring Island Local Trust Committee Bylaw No. 434, 2008 (OCP) and the Salt Spring Island Local Trust Committee Land Use Bylaw No. 355, 1999 (LUB), and planning activities required to inform policy development, such as: - early and ongoing consultation with 13 First Nations that have territorial interests in SSI, - of a robust public engagement process, - preparation of a comprehensive draft of a revise OCP. The major amendment to SS OCP continues to advance the Housing Action Program (HAP) and the Salt Spring Island Community Wildfire Resiliency Plan. Of paramount importance is the identification of opportunities to diversify housing choice and the supply and affordability of housing. PROJECTED RESULTS/DELIVERABLES: <i>(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.)</i> The following deliverables will be achieved through the Salt Spring Island OCP-LUB Update Project: - Updated Salt Spring Island Official Community Plan - Updated Salt Spring Island Land Use Bylaw - Monitoring Plan The funding request for FY25/26 is to cover costs associated with the following:			
Item Descriptions	Total 2-Year Project Budget	Total FY2024-25 Cost	Total FY2025-26 Cost
Early and ongoing consultation with 13 First Nations with treaty and territorial interests on SSI	\$26,000	\$0	\$26,000

Consultant to conduct and facilitate a robust and inclusive public engagement program and policy options development	\$166,000	\$30,000	\$136,000
Communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	\$9,000	\$0	\$9,000
Technical support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community engagement meetings	\$3,000	\$0	\$3,000
Complete Communities assessment (funded by grant)	\$150,000	\$150,000	-
Total	\$354,000	\$180,000	\$174,000

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.)*

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.)*

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 \$204,000 over two-years by forwarding re-funding the balance of funds spend in the 2024-2025 fiscal year to the 2025-2026 fiscal year in addition to an additional \$45,500 to complete the OCP-LUB Project to **increase housing options and housing equity** on the island in ways that integrate:

- The interests of First Nations with treaty and territorial interests in the Salt Spring Island Local Trust Area;
- Ecosystem integrity and connectivity; and
- Climate change resiliency.

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:

- \$166,000 over two fiscal years for a project consultant team to refine a draft consultant Scope of Services, develop project management systems, and design execute a bylaw review program that incorporates significant and inclusive public and interest holder engagement and delivers revised bylaw documents and reports
- \$26,000 over two fiscal years for early and ongoing consultation with First Nations to be undertaken by Islands Trust staff.
- \$12,000 over two fiscal years is requested to support incidental, logistical, and legislative costs. These include printing and publication, venue rentals, legal notices, and any potential legal or third party reviews needed to complete the project.

Qualitative:

Project has proposed to merge the Ganges Village Planning project budget to create a more fulsome planning product that can still meet core study needs for the central area. The need for a plan review on Salt Spring is very timely given a number of contextual factors that impact the approach to land use governance on Salt Spring Island. These include:

1. The recent and upcoming completion of numerous policy projects that change public and organizational expectations, such as the Salt Sprig Island Complete Communities Assessment, and the Housing Needs Assessment.
2. Anticipated infrastructure investments and policy changes in water and wastewater service providers that will improve the capacity and certainty of reliable servicing for more housing.

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?)*

The OCP/LUB Update Project is expected to take 30 months. Figure 1 provides an overview of the process, while Table 1 outlines the planning process showing key project phases, key activities and deliverables. While project activities are reasonably well defined, public engagement activities can be adapted based on the feedback of a Project Advisory Committee and other community interest holders, provided it meets overall project timelines and objectives.



Table 1: Planning Process

PHASE	ENGAGEMENT	FIRST NATIONS ENGAGEMENT	POLICY DEVELOPMENT	KEY DELIVERABLES	CONSULTANT'S ROLE
Phase 1(a) February 2024 to November 2024 FINALIZE COMPLETE COMMUNITY ASSESSMENT	Inform and engage on draft Complete Communities Assessment	N/A	Incorporate engagement results Compile Baseline Conditions Report	Complete Communities Assessment	OCP/LUB Consultant not involved here; focus is on completing the assessment.
Phase 1(b) November 2024 to December 2024 OCP-LUB PROJECT START	Develop project website and other communication materials Identify key community interest holders Form Project Advisory Committee Confirm Engagement Strategy	Letter to First Nations Leaderships about OCP-LUB Project Develop First Nations Engagement Strategy Invite discussion of gauge needs and expectation, capacity constraints to participation..	Issue RFP and award contract for project consultants for Phases 2-4 Develop refined project work plan Develop Comprehensive Community Engagement and Communications Plan	Procurement and Onboarding of Project Consultants Present First Nations Engagement Strategy LTC Presentation of Project Work Plan Comprehensive Community Engagement and Communications Plan	Minimal involvement—focus on onboarding, refinement of the work plan, and coordination with staff.
Phase 2: December 2024 to January 2025 TARGETED COMMUNITY VISIONING	Engage on policy gaps and assess priorities.	Engage with First Nation's through relationships-building. Collaboratively identify issue perspectives that reflect the scope of this project.	Conduct Policy Gap Analysis Develop housing options and housing equity vision statement, Incorporate technical and engagement results to create a revised Vision Statement	Phase 2 Engagement Summaries Working Vision Statement Comprehensive list of planning issues and priorities	Lead community visioning workshops, conduct policy gap analysis, review reports, and develop recommendations for initial OCP amendments. Assist in compiling engagement results.

PHASE	ENGAGEMENT	FIRST NATIONS ENGAGEMENT	POLICY DEVELOPMENT	KEY DELIVERABLES	CONSULTANT'S ROLE
Phase 3: January 2025 to June 2025 OCP DEVELOPMENT	Develop and explore policy options related to key issues	Engage on potential and drafts of revised OCP and/or amendments	Draft OCP amendments and vision statement revisions, Recommend immediate regulatory amendments for LUB amendments	Draft OCP amendments, draft LUB regulations, phase 3 engagement summary	Lead the development of OCP amendments and initial LUB regulations. Conduct public consultations and engage stakeholders on policy options for both the OCP and LUB.
Phase 4(a): July 2025 to September 2025 DRAFT OCP REVIEW and	Engage to review draft or proposed amended OCP	Refer draft OCP to First Nations and stakeholders	Finalize draft OCP amendments based on feedback	Phase 4 Engagement Summary Final Draft OCP 1 st OCP Bylaw and First Nations and Agency Referral	Provide reporting on engagement through phase 3. Assist in further OCP review and engagement.
Phase 4(b): October 2025 to November 2025 INITIATE LUB UPDATE	Develop Draft LUB amendments	Initiate conversation of LUB	Refine LUB gaps based on OCP policy development	Draft LUB amendments	Assist in drafting LUB amendments. Begin initial consultation on LUB with First Nations and stakeholders
Phase 5(a): September 2025 to January 2026 OCP ADOPTION	Final edits to the Draft OCP Executive Committee approval Ministerial approval	Continue First Nations engagement on OCP	Prepare final OCP for adoption	Agency Referral Comment Summary First Nations Referral Comments Summary OCP Bylaw 2 nd Reading OCP Bylaw Public Hearing OCP Bylaw 3 rd Reading OCP Bylaw Adoption Monitoring Plan	Assist in finalizing the OCP for adoption. Support First Nations and stakeholder engagement.

PHASE	ENGAGEMENT	FIRST NATIONS ENGAGEMENT	POLICY DEVELOPMENT	KEY DELIVERABLES	CONSULTANT'S ROLE
Phase 5(b): November 2025 to January 2026 DRAFT LUB REVIEW	Community events/open house to review Draft LUB amendments Interest holder meetings Engagement to gather input on revised Draft LUB amendments	Refer proposed LUB amendment bylaw to First Nations. Ongoing First Nations engagement.	Refine draft LUB amendments based on feedback	Phase 5 First Nations Engagement Summary Phase 5 Engagement Summary Final Draft LUB 1 st LUB Bylaw and First Nations and Agency Referral	Support engagement efforts for draft LUB. Refine LUB amendments based on feedback from community consultations and First Nations.
Phase 6: LUB ADOPTION February 2026 to June 2026	Final edits to the Draft LUB Executive Committee approval	First Nations and agency referral for LUB	Finalize LUB amendments	LUB Bylaw 2 nd Reading LUB Bylaw Public Hearing LUB Bylaw 3 rd Reading LUB Bylaw Adoption Lesson learned housing options summary	Finalize LUB amendments and support the public and stakeholder engagement process leading to adoption. Ensure legal requirements are met and alignment with OCP policies is maintained. Create and report to LTC on a closing report on lessons learned and possible future directions as learned through the bylaw review and engagement through this project.

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?)*

A change management structure is proposed to ensure that the project achieves its intended objectives and outcomes on time and on budget. However, it is also understood that new information or developments often emerge in the course of public policy processes that may impact the original project plan. The Regional Planning Manager will bring forward substantial changes that would affect the project budget or timeline outlined in this Terms of Reference for LTC and approval. The evaluation will assess the following, as necessary:

- Budget and schedule impacts
- Alignment to the project objectives
- Contract implications
- Relational implications (public, inter-governmental)
- Feasibility and benefits of the change
- Complexity and/or difficulty of the change options requested
- Scale of the change solutions proposed
- Risk to the project in implementing the change
- Risk to the project in not implementing the change
 - Impact on the project in implementing the change (time, resources, finance, quality)

Requested by: Salt Spring Island Local Trust Committee

Prepared by Chris Hutton, MCIP, RPP, Regional Planning Manager, September 27, 2024



Islands Trust

**Budget Funding Request
Short-Form Business Case**

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

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; advertising

Date of Submission to Finance:

October 1, 2024

Funding Required for (date range):

April 1, 2025-March 31, 2026

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.

Figure 1(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.

A core risk in the 2024-2025 Fiscal Year has been limited staff availability to undertake this work.

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; an
- (2) d(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 (Committee or Business unit): Salt Spring Island Local Trust Committee

Prepared by (name, title)/date: Chris Hutton, Regional Planning Manager/September 27, 2024



Islands Trust

**Budget Funding Request
Short-Form Business Case**

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Requested by (Committee or Operational Unit):

Salt Spring Island Local Trust Committee

Department:

Planning Services

Name of Request:

Salt Spring Island Groundwater Sustainability
(Well-Monitoring)

\$ Value of Request (indicate by fiscal year and total if project is multi-year):

\$16,500

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:**

Communications and education materials; meeting costs; specialized skills and equipment to remove well monitors

Date of Submission to Finance:

Funding Required for (date range):

April 1, 2025 to March 31, 2026

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.)

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.)

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) with available funds
- Routine maintenance of data loggers

Public presentation of Ground Water and Surface Water Monitoring Pilot Project Results

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.)*

This business case is brought forward as a strategy to mitigate financial risk.

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: Not set aside funding for data logger removal

Benefits – May find ways to allocate funds to other freshwater projects

Risks – When data loggers are to be removed, other funding will be required. This is a liability as funds would not be set aside for this purpose and would inevitably be an unplanned expense.

Financial implications – Unplanned expense at some time in the future

Resource requirements – Most loggers can be removed by the freshwater specialist, but some loggers will require specialized equipment and skills of a pump installer.

Other implications-

Option 2: Remove data loggers now

Benefits – Money would be spent and liability managed

Risks – Owners are under the impression that the removal is at the time of their choosing and may not appreciate the turn-around on policy. This is a minor concern.

Financial implications –

Resource requirements – Staff time required to engage property owners, remove monitors, and hire professional services where necessary.

Other implications – Compression and contracting out of other major projects was intended to provide additional capacity to SS LTC, and this would use up some of that time. Staffing availability may continue to be limited to achieve this.

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.)*

Whether following the recommended option or not, the primary success factor at this stage is to minimize financial liability caused by removal of a specialized well monitor.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Provide equal funding as the 2024-2025 fiscal year to support the ongoing collection of well monitoring data to ensure that **unspent funds from SS LTC's special property tax requisition** are set aside to fund next steps in the program. Estimated expenses associated with conclusion of the pilot project are:

\$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.

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.)*

Removal of the data loggers at the request of land owners is non-negotiable. **Funds to do so 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 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?)*

Under the recommended option, there is no anticipated timeline for the removal of data loggers. Presentation of the well-monitoring data to date should be completed by end of Fiscal.

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.)*

Participation of the Freshwater Specialist and a Salt Spring Planner is required to bring this information forward.

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?)*

Upon request to remove the data loggers, a final report would be prepared the data would be documented as attached to various data sets for future planning information and reference. A privacy impact assessment or review would be conducted to ensure that this data is handled in accordance with legislative and policy requirements.

Requested by: Salt Spring Island Local Trust Committee

Prepared by : Chris Hutton, Regional Planning Manager/October 27, 2024

Draft 2025-26 Budget Guidelines Assessment

AREA	GUIDELINE	Notes
Community Communications & Engagement	<i>Considers resourcing needs to implement the Communications Strategy</i>	Complete. EC reviewed Communications budget needs and has advanced amounts required to support the strategy.
First Nations Reconciliation	<i>Considers resourcing needs to update and implement the Reconciliation Action Plan.</i>	Partially complete. The RAPlan is currently being updated and will need TC's approval at a later date. RAPlan monies advanced to the draft budget by EC contemplate activities staff know will be incorporated into the draft RAPlan advancing to TC at a later date.
Strategic Plan Projects	<i>Considers any resourcing needs for strategic initiatives from the 2024-2028 Strategic Plan.</i>	Council Committees responsible for work on Strat Plan initiatives on behalf of TC have advanced business cases for their respective projects. EC, TPC, RPC, and GC have discussed their requests and advanced them to the draft budget.
Staffing Levels	<i>Resource requests for new tax-funded personnel will only be considered where critical capacity issues can be clearly</i>	EC has advanced a request for one new staff person funded by taxes with business case outlining rationale.
Staff Salaries & Benefits	<i>Funding for salary and benefits costs arising from job descriptions changes must be provided within existing budgets.</i>	Complete.
Department Budget Submissions	<i>Resource requests for additional operating budgets (including one time projects) will only be considered where critical capacity issues can be clearly demonstrated or where upfront investment will result in longer term savings</i>	See attached Appendix 1
Property Taxes	<i>Staff to prepare options for reducing the discretionary budget line items by 1% - 2% of the proposed tax increase or higher.</i>	See attached Appendix 2

ISLANDS TRUST
DRAFT BUDGET 2025/26

Identified Lines with increased operating budgets

Increases of <\$500 are not suggested for business case

APPENDIX 1

EXPENSE LINE	2024/25	2025/26			Activity Type	Comments	BC required per TC Guideline?	BC included?
	Approved BUDGET	Draft BUDGET	\$ change	% change				
Applications sponsored by EC	15,000	25,000	10,000	67%	Discretionary	TC Program - Political, <u>not operational</u> . Directed by EC.	?	N
History and Heritage Funding Grants-in-Aid	-	6,000	6,000	100%	Discretionary	TC Program - Political, <u>not operational</u> . Directed by EC.	?	N
ITC - Board Training & Conferences	1,600	4,600	3,000	188%	Discretionary	Flagged for a Board training retreat on an island, with possible facilitator, or for training on Indig. Protected & Conserved	Y	BRF with rationale provided
ITC - Property Management	166,140	168,460	2,320	1%	Non-Discretionary		Y	BRF with rationale provided
ITC - Conservation Planning & Land Securement	26,550	37,000	10,450	39%	Discretionary	Co-operative work with FNs increasing costs	Y	BRF with rationale provided
ITC - Ecosystem Mapping	-	9,200	9,200	100%	Discretionary		Y	BRF with rationale provided
FOI & Records Management*	5,000	10,000	5,000	100%	Discretionary		Y	Y (draft)
Safety	7,040	16,360	9,320	132%	Psuedo-Discretionary	Bulk is non-discretionary safety satellite devices for travelling staff	Y	Y (draft)
Stationery & Office Supplies	21,300	25,240	3,940	18%	Psuedo-Discretionary		?	N - will reduce in next budget iteration
Tech Supplies	9,300	13,570	4,270	46%	Psuedo-Discretionary		Y	N
Subscriptions	7,900	11,900	4,000	51%	Discretionary	Lexis Nexis planning binder updates are more frequent	Y	N
Mobile Devices	21,300	27,470	6,170	29%	Psuedo-Discretionary		Y	N - upcoming plan renewal likely to reduce this
Travel	79,370	86,475	7,105	9%	Psuedo-Discretionary	Vic planners reduced too low in FY25; increased travel for new meeting admin staff	Y	N

ISLANDS TRUST
DRAFT 2025/26 BUDGET

Appendix 2

Staff to prepare options for reducing the discretionary budget line items by 1% - 2% of the proposed tax increase or higher.

DESCRIPTION	DEPT	AMOUNT	RATIONALE
Second Camera for Trust Council meetings	IS	\$ 13,500	Not critical. Meetings only 4x/year. Amount already excluded from the budget.
EDM update	IS	\$ 47,000	Not critical. Amount already excluded from the budget.
Indigenous Artwork for the Main Offices	TAS	\$ 3,000	Not critical to operations.
Office Equipment	Admin	\$ 2,000	Possible reduction given SSI completion in the current fiscal.
History and Heritage Funding Grants-in-Aid	EC -TAS	\$ 6,000	Optional TC Programming
Applications sponsored by EC	TC-EC	\$ 10,000	Optional TC Programming. Highest year of actual spending in last 5 years is \$13,000 for this budget line
Contracted Temporary Staffing (Planning Services)	PS	\$ 10,000	Not critical - removed from budget.
Legal General	PS	\$ 9,500	Not advisable
Travel	PS	\$ 1,000	Arbitrary but in line with historical (not current) spending
Office Supplies	Admin	\$ 2,500	Arbitrary but in line with historical (not current) spending
Mobile Phones	Admin	\$ 2,200	New staff offset by reduction in issued phones; likely better rates on upcoming plan renewal
Total (dollars)		\$ 106,700	
Percentage		1.25%	



December 2024 Islands Trust Council

Dialogue with San Juan County Council

10:15 a.m. – 12:00 p.m., Thursday, December 5, 2024

- Purpose:** To discuss issues of mutual interest, share information and provide an opportunity for trustees and councilors to learn from each other's experiences in island governance.
- Chair:** Peter Luckham, Chair, Islands Trust Council
- Guests:** San Juan County Council Member Jane Fuller, Dist. 3 Rep (Lopez/Shaw). January 2023 – December 2026
 *San Juan County Council Member Christine Minney, Dist. 1 Rep (San Juan). January 2021 – December 2024
 *San Juan County Council Member Cindy Wolf, Dist. 2 Rep (Orcas). January 2021 – December 2024
- Resources:** Julia Mobbs, Interim Chief Administrative Officer
 Clare Frater, Director, Trust Area Services

10:15 a.m. – 11:45 a.m.	Welcome and Introductions Discussion of issues of mutual interest: 1. Ferries 2. Water 3. Housing 4. Increased Tanker Traffic in Trust and San Juan Area 5. Tribal/First Nations Engagement	Peter Luckham, Chair Councillors and Trustees
11:45 a.m. – 12:00 p.m.	Closing Remarks - Staying connected, future engagement on issues of mutual interest in 2025 and beyond.	All
 Jane Fuller  Christine Minney  Cindy Wolf		
References: 1. San Juan County/Islands Trust Council Transborder Island Agreement 2. San Juan County/Islands Trust Council Protocol Agreement on Transborder Marine Protection Area 3. San Juan County Affordable Housing Webpage 4. San Juan County Drinking Water Program Webpage		

*May attend electronically.

BRIEFING

To: Trust Council **For the Meeting of:** December 3, 2024
From: Executive Office **Date Prepared:** October 23, 2024
SUBJECT: Background on San Juan County relationship

PURPOSE:

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

BACKGROUND:

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

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

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

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

The two governments continue to strive to meet annually to discuss relevant issues.

Common themes discussed during past joint annual meetings (2004-2023):

- Housing
- Tourism benefits and impacts
- Marine stewardship initiatives
- Groundwater issues
- Land use planning issues and solutions
- Bill C-33 strengthening port system and railway system
- Climate change mitigation and adaptation planning
- Oil spill prevention / response
- Ferry issues
- Shoreline protection options
- Emergency tow vessel

Past Cooperative Events:

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

- **June and September 2020:** Chair of San Juan County joined Islands Trust Council virtually twice and spoke to the County's COVID-19 phased response plan, and the longstanding and mutually beneficial partnership with Islands Trust and the benefits of working together for the protection of coastal ecosystems and communities in the Salish Sea
- **December 2018:** Islands Trust Executive Committee joined San Juan County in Friday Harbor for an in-person meeting
- **December 2017:** Councillors Watson, Hughes and Stephens attended an in-person Islands Trust Council meeting in Victoria. Discussion points included: Fish farms legislation; vessel traffic risk assessment; affordable housing initiative in San Juan County; lodging taxes imposed in San Juan County on short term stays (under 30 days) with revenue going towards community. Councillors stayed for presentations on the proposed National Marine Conservation Area Reserve and the Ocean Protection Plan

September 2016: Councillors Stephens, Hughes and Jarman attended an in-person meeting in Sidney BC, and provided an overview of San Juan County's Leave No Trace Guiding Principles and Ethic. Other items presented and discussed were affordable housing crisis and possible solutions; proposed improvements to international travel options such as direct flights; Salish sea vessel traffic risk assessment update; derelict vessel and prevention program; consideration of increased trade in local wine and beer and the promotion of an Appalachian type of wine region in the Salish Sea area; and a request to review the *Transborder Agreement between Islands Trust and San Juan County* dated June 2007

At this same meeting, United States Consul General Lynne Platt addressed Trust Council in-person during the joint session with San Juan County Council and spoke about the importance of transboundary co-operation to protect the health and vitality of the Salish Sea and the world's oceans. The San Juan County Councillors also participated in a visioning session for the Islands Trust Area

- **2015, 2014:** San Juan County Councillors joined the Islands Trust Council on Galiano Island / Saturna Island and presented on their priorities
- **2012, 2013, and 2015:** Islands Trust elected officials and staff attended the San Juan Marine Resource Committee's Marine Manager Workshops
- **2013:** Victoria Compton, Executive Director, San Juan Economic Development Council presented at the Islands Trust's economic sustainability workshop
- **2006:** Islands Trust staff took a trip to San Juan County
- **2006:** Dr. Bob Myhr, San Juan County Vice-Chair, was a panelist at Islands Trust's Tourism Forum

Past Joint Initiatives:

- **2022:** Joint Letter to Minister of Fisheries, Oceans and the Canadian Coast Guard and Canadian Minister of Transport for an Emergency Towing Vessel in Sidney
- **2018:** Joint letter to the Canadian Minister of Transport re joint request for standby rescue tug
- **2018:** Joint letter to Prime Minister requesting reconsideration of the expansion of the Trans

Mountain pipeline (with news release)

- **2013:** Joint Chair letter to Canada's Tanker Safety Expert Panel requesting oil spill regime improvement that reflect the special political and geographic circumstances of the Salish Sea
- **2010-2015:** Five-year collaboration on Green Shores for Homes voluntary credits and incentives program
- **2010:** Joint Chair letter requesting a joint United States of America and Canada cooperative review of maritime safety standards
- **2001:** Jointly produced a guide entitled: *Unspoiled Seascapes Forever: How to establish a Marine Stewardship Site in the Salish Sea*
- **1999:** Established a joint program to facilitate the stewardship of transborder marine environment through public awareness and voluntary stewardship by many stakeholders

Other transboundary initiatives (not with San Juan County):

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

ATTACHMENT(S): None.

FOLLOW-UP: Staff will follow-up as directed.

Prepared By: Director, Trust Area Services
Reviewed By/Date: Executive Committee/October 30, 2024

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: June 18, 2024

From: Trustee Morrison

Date Prepared: May 24, 2024

SUBJECT: Dark Sky Principles Adoption Advocacy

RECOMMENDATION FOR IMMEDIATE ACTION:

1. That Trust Council communicate to all Local Trust Committees to notify Trustee Morrison of interest to collectively engage in conversations around Dark Sky Principles Adoption with relevant Regional Districts.
2. That Trust Council encourages Trustees to work with their communities to develop and build awareness of the principles of Dark Sky International and encourage voluntary adoption of the principles of Dark Sky International.

RECOMMENDATIONS FOR FUTURE CONSIDERATION:

3. The Trust Council clarify its jurisdiction to control nighttime illumination in all contexts within the Trust Area for Official Community Plan and Bylaw adoption and enforcement across the Trust Area.
4. The Trust Council adopt and promote the principles of Dark Sky International.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

PURPOSE:

To protect and promote public and ecological health, safety, and welfare, quality of life, and the ability to view the night sky.

BACKGROUND:

“Over lighting” from dusk on into the darkness is a growing problem as it interferes with/pollutes the night sky, poses an annoying and invasive nuisance to neighbours, is harmful to wildlife who depend on darkness, and is a waste of electricity. May come from freighters in the region or from residential, industrial, or other land use related lighting not directed at ground or properly shielded.

Critical considerations with resources:

- Night skies are an important natural resource requiring protection. Action is being taken across a variety of contexts and scales globally, many of which are simple to enact.
 - [Dark Sky International Principles](#)
 - [How can you help preserve the night sky?](#)
 - [Model Lighting Ordinance](#)
 - [Vancouver Bylaw 10.2.2.10 Lighting in Residential Buildings](#)
- Night skies promote healthy humans and wildlife.
 - [Let's Talk Science – Light Pollution](#)
- Within the Trust Area, action has also been taken.
 - Example of regulation: [Bowen Island Municipality Bylaw No. 272, 2010 re protection of night sky](#)

The outstanding question is: How can non-municipal jurisdictions of the Trust Area provide protection for Night Skies?

Some regulation may be considered around:

- External lighting of buildings, gardens and driveways that is left on all night.
- External lighting of any building or grounds when it is not downward cast.
- Indoor lighting in accessory buildings not shaded that is left on during some or all of night.
- Indoor lighting of residences facing neighbouring residences that is not shaded.

Such regulation might involve regulation on:

- the type of lighting that is appropriate (e.g. energy efficient),
- the strength of light (low lighting versus high wattage lighting)
- the direction of lighting so as not to throw light off to neighbours or animals (e.g. downward cast)
- the length of time for certain types of lighting to be used (to depend on purpose with a view to limiting unnecessary or excessive accessory uses in particular), and
- means of enforcement of any regulations

In our role as a coordinator of jurisdictional overlapping authorities within the Trust Area, we need to get into conversation with multiple levels of government on this issue to provide clarity and enforcement on this issue as desired within communities and to support the mandate of preserving and protecting the unique amenities and environment of the Trust Area.

IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL:

FINANCIAL:

POLICY:

IMPLEMENTATION/COMMUNICATIONS:

FIRST NATIONS:

OTHER:

Circulated to MLA Adam Olsen and MP Elizabeth May.

RELEVANT POLICY(S):

ATTACHMENT(S):

RESPONSE OPTIONS

Recommendation:

Alternative:

Prepared By: Trustee Morrison in consultation with and at the request of community members.

Reviewed By/Date:

From: CaroleAnn Leishman <cleishman@communityenergy.ca>
Sent: Thursday, November 7, 2024 4:09 PM
To: Executive Admin
Cc: Deb Morrison
Subject: VICC-CL Appointment 2025

Follow Up Flag: Follow up
Flag Status: Completed

Hi there,
To whom it may concern;
This is just a friendly reminder that the Islands Trust Council has an appointed member to the Vancouver Island and Coastal Communities Climate Leadership Steering Committee (VICC-CL). Your current appointed representative is Trustee Deb Morrison.
In the event that the Council makes any changes to the appointed member of the VICC-CL Steering Committee for 2025, please do let me know at your earliest convenience.
Thank you so much!
CaroleAnn

CaroleAnn Leishman (she/her), Climate Leaders Program Manager
Capacity & Leadership Development Service Area
Office: [604-628-7076](tel:604-628-7076) ext. 743



CEA has established truth and reconciliation principles that guide our contribution to ending the systemic inequities faced by Indigenous communities. I gratefully acknowledge that I live and work in the ancestral territory of the łəʔamen (Tla'amin Nation) whose people have inhabited the region for thousands of years living in harmony with the land.



DRAFT Islands Trust Council Quarterly Meeting Schedule

March X-X, 2025

Visit the meeting webpage to view the AGENDA, to join the meeting electronically, and to view the livestream or attend by phone-in.

Tuesday, March X	Wednesday, March X	Thursday, March X
10:00 Executive Committee Meeting	9:00 Executive Office (Continued) Decision/Discussion Items Strategic Planning	9:00 Closed Meeting Public are welcome to attend all sessions excluding the Closed Meeting Rise and Report
12:00 Lunch	10:30 Break	10:30 Break
1:00 Territorial Acknowledgement Call to Order and Approval of Agenda	10:45 Planning Services Consent Agenda Item(s) Decision/Discussion Items	10:45 Legislative & Information Services Consent Agenda Item(s) Decision/Discussion Items
1:15 General Business Arising Consent Agenda Item(s) Islands Trust Active Priorities Chart Committees Work Programs (EC, GC, FPC, RPC, TPC, ITCB) Committee Chair Verbal Reports	11:15 Trust Area Services Consent Agenda Item(s) Decision/Discussion Items	
2:00 Trustee Roundtable Emerging issues and island updates		
3:30 Break	12:00 Lunch	12:00 Lunch
3:45 Delegations / Public Comment	1:00 Administrative Services Consent Agenda Item(s) Decision/Discussion Items 2025/26 Budget Approval	1:00 New Business Trustee-Initiated Requests for Decision
4:45 Executive Office Consent Agenda Item(s) Decision/Discussion Items		2:00 Correspondence
		2:15 Disposition of Delegations/Public Comment & Correspondence
		2:30 Meeting Wrap-up Proposed June Trust Council 3-day Program
	3:00 Break	3:00 Adjournment (approx.)
5:30 Adjourn for the Day (approx.)	5:30 Adjourn for the Day (approx.)	
6:00-7:00 Dinner	6:00-7:00 Dinner	
*times are provided for information and may vary		 Islands Trust