



# Financial Planning Committee

## Revised Agenda

Date: Wednesday, January 24, 2024  
Time: 10:00 am - 3:00 pm  
Location: Electronic Zoom Meeting

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Pages

**1. CALL TO ORDER**

**2. AGENDA**

**2.1 Review of the Agenda**

Committee to consider late items, new items and re-ordering of the agenda plus consider any need to create an in camera meeting

Expected late Item:

- 7.2.2.6 Protected Area Management Resources Briefing - from Islands Trust Conservancy

**2.2 Approval of Agenda**

**3. PUBLIC COMMENT PERIOD**

**4. DELEGATIONS**

None.

**5. CORRESPONDENCE**

None.

**6. ADMINISTRATIVE COORDINATION**

**6.1 Draft Minutes of Previous Meetings**

**6.1.1 FPC Minutes of November 8, 2023**

4 - 11

For review and approval

**6.2 Resolutions Without Meeting**

None.

**6.3 Follow up Action List**

12 - 15

For review

## **7. BUSINESS - WORK PROGRAM ITEMS**

### **7.1 Budget Guidelines - Discussion**

### **7.2 Business Cases Improvements - Discussion**

#### **7.2.1 Strategic and Programming Initiatives**

|         |                                                         |         |
|---------|---------------------------------------------------------|---------|
| 7.2.1.1 | EC: Policy Statement Amendment Project                  | 16 - 24 |
| 7.2.1.2 | TPC: Stewardship Education Program                      | 25 - 28 |
| 7.2.1.3 | TPC: Secretariat Services                               | 29 - 33 |
| 7.2.1.4 | RPC: Housing Needs Assessment: North/South Gulf Islands | 34 - 38 |
| 7.2.1.5 | RPC: Housing Strategy and Housing Options Toolkit       | 39 - 41 |

#### **7.2.2 Operational Initiatives and Staffing**

|         |                                                |          |
|---------|------------------------------------------------|----------|
| 7.2.2.1 | Building Footprint GIS Data Layer Update       | 42 - 48  |
| 7.2.2.2 | Bylaw Portal Licensing and Implementation      | 49 - 61  |
| 7.2.2.3 | SSI Office Relocation                          | 62 - 69  |
| 7.2.2.4 | Microsoft 365 Upgrade - BRF                    | 70 - 71  |
| 7.2.2.5 | GIS Coordinator                                | 72 - 81  |
| 7.2.2.6 | Protected Area Management Resources - Briefing | 82 - 150 |

Late item from the Islands Trust Conservancy Board

#### **7.2.3 Local Trust Committee Projects**

|          |                                                                             |           |
|----------|-----------------------------------------------------------------------------|-----------|
| 7.2.3.1  | Denman - OCP and LUB Housing Policy Review                                  | 151 - 154 |
| 7.2.3.2  | Gabriola - OCP and LUB Comprehensive Review                                 | 155 - 158 |
| 7.2.3.3  | Mayne - Housing Options                                                     | 159 - 161 |
| 7.2.3.4  | North Pender - Housing Access and Affordability                             | 162 - 164 |
| 7.2.3.5  | Hornby - Relationship Building Actions with K'ómoks First Nation            | 165 - 172 |
| 7.2.3.6  | Salt Spring - OCP and LUB Review                                            | 173 - 178 |
| 7.2.3.7  | Salt Spring - Ganges (Shiya'hwt/SYOWT) Village Area Plan                    | 179 - 183 |
| 7.2.3.8  | Salt Spring - Water Sustainability - Monitoring                             | 184 - 188 |
| 7.2.3.9  | Salt Spring - Water Sustainability - Proof of Water                         | 189 - 192 |
| 7.2.3.10 | Salt Spring - Water Sustainability - Watershed Protection Plan Coordination | 193 - 197 |

#### **7.2.4 ITC Board**

|         |                                   |           |
|---------|-----------------------------------|-----------|
| 7.2.4.1 | ITCB 2024/25 Budget Request - BRF | 198 - 203 |
|---------|-----------------------------------|-----------|

#### **7.2.5 Unfunded Request**

|         |                            |           |
|---------|----------------------------|-----------|
| 7.2.5.1 | Eelgrass Mapping - Phase 2 | 204 - 207 |
|---------|----------------------------|-----------|

|     |                                        |           |
|-----|----------------------------------------|-----------|
| 7.3 | Budget Changes Since Last Review - BRF | 208 - 216 |
|-----|----------------------------------------|-----------|

|     |                                                                                                                                                                                                                                                                                             |           |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 7.4 | <b>Budget Overview (Updated) - BRF</b>                                                                                                                                                                                                                                                      | 217 - 226 |
| 8.  | <b>BUSINESS - OTHER</b>                                                                                                                                                                                                                                                                     |           |
| 8.1 | <b>Allocation of Surplus Draws in the Draft 2024/25 Budget – Request For Decision</b>                                                                                                                                                                                                       | 227 - 229 |
|     | That Financial Planning Committee direct staff to allocate \$120,500 of the draw from the General Revenue Surplus Fund in the draft 2024/25 budget to expenses related to the Microsoft 365 conversation project, in an effort to reduce the draft 2024/25 Bowen Island Municipal tax levy. |           |
| 8.2 | <b>Summary of Data for Budget Discussion - BRF</b>                                                                                                                                                                                                                                          | 230 - 235 |
| 8.3 | <b>Provincial Funding Process Protocol Agreement - BRF</b>                                                                                                                                                                                                                                  | 236 - 241 |
| 9.  | <b>BUSINESS - NEW</b>                                                                                                                                                                                                                                                                       |           |
| 10. | <b>NEXT MEETING</b>                                                                                                                                                                                                                                                                         |           |
|     | Wednesday, February 21, 2024 from 10:30 a.m. to 3:00 p.m.                                                                                                                                                                                                                                   |           |
|     | The Audit Committee will be meeting on the same day from 10:00 a.m. to 10:30 a.m.                                                                                                                                                                                                           |           |
| 11. | <b>CLOSED MEETING</b>                                                                                                                                                                                                                                                                       |           |
|     | If desired:                                                                                                                                                                                                                                                                                 |           |
|     | That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90, (quote the pertinent section here, for example, (1)(a) personal information about...) and that the recorder and staff [attend/not attend] the meeting.                         |           |
| 12. | <b>RISE AND REPORT</b>                                                                                                                                                                                                                                                                      |           |
|     | If desired.                                                                                                                                                                                                                                                                                 |           |
| 13. | <b>ADJOURNMENT</b>                                                                                                                                                                                                                                                                          |           |
|     | *Approximate time is provided for the convenience of the public only and is subject to change without notice.                                                                                                                                                                               |           |



## **Financial Planning Committee Minutes of a Regular Meeting**

**Date of Meeting:** November 8, 2023  
**Location:** Electronic Meeting

**Members Present:** Joe Bernardo, Local Trustee (Chair)  
Mairead Boland, Local Trustee (Vice Chair)  
Tobi Elliott, Executive Committee Representative  
Kristina Evans, Trust Programs Committee Representative  
David Graham, Local Trustee  
Jamie Harris, Governance Committee Representative  
Peter Luckham, Executive Committee Representative  
David Maude, Executive Committee Representative  
Laura Patrick, Regional Planning Committee Representative  
Tim Peterson, Executive Committee Representative  
Susan Yates, Islands Trust Conservancy Board Representative

**Staff Present:** Russ Hotsenpiller, Chief Administrative Officer (CAO)  
Julia Mobbs, Director, Administrative Services  
Stefan Cermak, Director, Planning Services  
Clare Frater, Director, Trust Area Services  
Nancy Rogers, Finance Officer  
Robert Barlow, Legislative Services Clerk/Recorder

**Others Present:** One member of the public was present.

### **1. CALL TO ORDER**

Chair Bernardo called the meeting to order at 10:01 a.m. and acknowledged that the lands and waters that encompass the Islands Trust area have been home to indigenous people since time immemorial. Individual trustees and staff introduced themselves.

### **2. AGENDA**

#### **2.1 Review of the Agenda**

No new or late items were introduced.

#### **2.2 Approval of Agenda**

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

### **3. PUBLIC COMMENT PERIOD**

No member of the public indicated a desire to speak.

**4. DELEGATIONS**

None.

**5. CORRESPONDENCE**

None.

**6. ADMINISTRATIVE COORDINATION**

**6.1 Draft Minutes of Previous Meetings**

6.1.1 Financial Planning Committee draft minutes of October 18, 2023

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

**6.2 Resolutions Without Meeting**

None.

**6.3 Follow up Action List**

The Follow-up Action List was presented for information and CAO Hotsenpiller spoke to items in progress.

**FPC-2023-037**

**It was MOVED and SECONDED,**

that Financial Planning Committee remove item #1 from the FUAL – Explore option A for Building Permit Review cost recovery.

**CARRIED**

**7. BUSINESS - WORK PROGRAM ITEMS**

**7.1 Q2 Financial Report – Request For Decision (RFD)**

Director Mobbs presented the RFD. Committee discussion included:

- it is difficult to estimate annual legal costs as the kind and number of court actions fluctuate and there may be some cost recovery as well to offset those costs
- court costs awarded do not normally include legal counsel costs
- staff turnover and vacancies create challenges to accurately predict expenses
- the Committee requested a new column to show the previous fiscal year's actual spend on the quarterly financial reports

**FPC-2023-038**

**It was MOVED and SECONDED,**

that Financial Planning Committee forward the September 30, 2023 Financial Report to Trust Council for approval.

**CARRIED**

## **7.2 Q2 Financial Forecast – Briefing (BRF)**

Director Mobbs spoke to the Briefing. The Committee requested a new column to show the previous fiscal year's actual spend on the quarterly financial forecast reports

## **7.3 Forecasted Areas of Overspending – BRF**

Director Mobbs presented the Briefing, noting that this Executive Committee notification report has been provided to members of the Financial Planning Committee in accordance with Trust Council Budget Control and Adjustment Authority Policy 6.5.2 s3. Committee discussion included:

- the possibility of mitigating costs incurred for in-person meetings by providing more electronic meetings
- Local Trust Committee (LTC) meetings have almost always been in person, other than during the COVID-19 pandemic, and there is a strong public desire for in-person meetings in some LTCs
- Chairs of LTCs could participate electronically but that would be dependent upon reliable internet connection where the Chair lives

**It was MOVED and SECONDED,**  
that Financial Planning Committee request staff to look at the option of encouraging Local Trust Committees to pass a resolution to have staff and the Chair join their Local Trust Committees meetings electronically except when requested otherwise.

**By general consent** the Committee deferred the above motion to agenda item 7.4.2.

## **7.4 Budget D1V2**

### **7.4.1 Changes Since Last Review – BRF**

Director Mobbs reviewed the Briefing.

### **7.4.2 Costs of Executive Committee Chairing Local Trust Committees – BRF**

Director Mobbs indicated some corrections to the briefing have been made and staff will update the published agenda to reflect that.

**It was MOVED and SECONDED,**  
that Financial Planning Committee request staff to look at the option of encouraging Local Trust Committees to pass a resolution to have staff

and the Chair join their Local Trust Committees meetings electronically except when requested otherwise.

**FPC-2023-039**

**It was MOVED and SECONDED,**

that Financial Planning Committee amend the motion “that Financial Planning Committee request staff to look at the option of encouraging Local Trust Committees to pass a resolution to have staff and the Chair join their Local Trust Committees meetings electronically except when requested otherwise.” by changing the word “and” to “and / or” and by removing “except when requested otherwise” by replacing with the words “as appropriate”; and report back to FPC their findings.

**DEFEATED**

**FPC-2023-040**

**It was MOVED and SECONDED,**

that Financial Planning Committee amend the motion “that Financial Planning Committee request staff to look at the option of encouraging Local Trust Committees to pass a resolution to have staff and the Chair join their Local Trust Committees meetings electronically except when requested otherwise.” by removing the text after the word “option”, changing the word “option” to “options and analysis”, and to add “for reducing the financial costs of Local Trust Committee meetings” and to add “and report back to Financial Planning Committee and Executive Committee”.

**CARRIED**

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

**FPC-2023-041**

**It was MOVED and SECONDED,**

that Financial Planning Committee request staff to look at the options and analysis for reducing the financial costs of Local Trust Committee meetings and to report back to Financial Planning Committee and Executive Committee.

**CARRIED**

**7.4.3 Trust Council Meeting Costs – Briefing**

Director Mobbs introduced the Briefing. Committee discussion included:

- the possibility of placing a limit on catering expenses
- the labour and costs to organize Trust Council meetings have increased for various reasons such as cultural norms in the past included trustee acceptance of accommodation at less than hotel standard; and more complicated audiovisual equipment requires more information technology staff to be present and for vans to be rented to transport that technology

Committee recessed at 12:17 p.m. and returned at 12:45 p.m.

Committee discussion continued:

- meeting expenses on some islands appears to be on par with venues on Vancouver Island
- electronic meetings are challenging for trustees who live in areas without good internet connection

**FPC-2023-042**

**It was MOVED and SECONDED,**  
that Financial Planning Committee recommend to Trust Council to schedule their 2024 - 2025 meetings to be held electronically.

**DEFEATED**

**FPC-2023-043**

**It was MOVED and SECONDED,**  
that Financial Planning Committee request staff to consider options and to bring them to Trust Council to discuss reduction in costs related to in-person Trust Council meetings, such as a cap on catering.

**DEFEATED**

**FPC-2023-044**

**It was MOVED and SECONDED,**  
that Financial Planning Committee request that the Trust Council Meeting Costs briefing be attached to the meeting schedule Request For Decision heading to Trust Council in December.

**CARRIED**

**7.4.4** Draft 2024/25 Budget - Discussion

Chair Bernardo initiated the discussion to include the following points: reasonability of spending levels, reasonability of projected tax increase, and completeness of information in all Business Cases.

- legislation requires Housing Needs reports which will cost over \$110,000
- a corporate plan needs to be in place in order to provide a complete view, including staff resources
- there is no business case for a Islands Trust Conservancy (ITC) staff position
- the possibility of partnering with universities to provide GIS support
- the business cases need to have complete information and the Committee could return deficient business cases to the author to complete
- Housing Needs report legislation is changing and Islands Trust was not included in first round of Provincial funding provided to support local governments creating Housing Needs reports.

**7.5 Budget for Trust Council Review**

**7.5.1** Draft Budget Overview – BRF

Director Mobbs indicated that the Briefing will be provided to Trust Council. Committee discussion included:

- need to flag the \$110,000 business case for Housing Needs reports as provincial legislation appears to be changing, including deadlines for providing such reports (current deadline of “every five years” may be moved to 2028); details will be provided when regulations are published so a note is needed that there is no certainty about the need for this amount as the requirement to provide Housing Needs reports and the deadline to provide them is not currently known
- more details are required for the Gabriola Island Local Trust Committee freshwater work (\$50K)
- the business case for an Islands Trust Conservancy staff position is not available as there is no staff capacity to provide it

Trustee Yates left the meeting at 2:21 p.m.

**FPC-2023-045**

**It was MOVED and SECONDED,**  
that Financial Planning Committee recommend to Trust Council that Trust Council review:

- progress against plans for current fiscal year;
  - staff vacancies and turnover;
  - risks posed by unavailability of staff resources as described in the business cases;
  - staff resources required across ALL supported projects and activities for the proposed budget;
- and contemplate prioritising and deferring some activities, so that critical work can be accomplished and staff stress and load is reduced.

**CARRIED**

Committee discussion continued:

- budget for the Policy Statement Amendment Project communications is in anticipation of the project moving forward
- the Committee indicated that the following business cases require more information:
  - \$30K for reconciliation (what are the expenses and when will it be spent?)
  - communications (what is the money for?)
  - Secretariat Services (which entities will get the funding?)
  - Housing Toolkit
  - SSI office (what is the rationale?)
  - fulltime Geographic Information System Technician (what is the role? could the role be fulfilled by other advisory positions?)
  - CityView Bylaw portal (what is the urgency and why is it necessary this year?)

- In regards to the Secretariat Services business case, it was noted that Trust Programs Committee (TPC) makes the decision on who receives the support
- the Financial Planning Committee would like to see guidelines to TPC included in the business case

7.5.2 Funding Requests Summary  
Presented for information.

7.5.3 Strategic & Programming Initiatives  
Presented for information.

7.5.4 Operational Initiatives & Staffing  
Presented for information.

7.5.5 Local Trust Committee Projects  
Presented for information.

7.5.6 ITC Board Budget Request  
Presented for information.

7.5.7 Unfunded Requests  
Presented for information.

## **8. BUSINESS – OTHER**

### **8.1 Timing of Receipt of Business Cases – Discussion**

Discussion ensued.

### **8.2 CityView Demonstration – Request For Decision**

#### **FPC-2023-046**

It was **MOVED** and **SECONDED**,

that Financial Planning Committee request staff to schedule a demonstration of the CityView software bylaw enforcement extension on Wednesday, November 29, at or near 1:00 p.m.

**CARRIED**

## **9. BUSINESS - NEW**

None.

## **10. WORK PROGRAM**

#### **FPC-2023-047**

It was **MOVED** and **SECONDED**,

that Financial Planning Committee approve the proposed Work Program as presented, and forward it to Trust Council for approval.

**CARRIED**

**11. NEXT MEETING**

Wednesday, January 24, 2024, from 10:00 a.m. to 3:00 p.m. to be confirmed when Trust Council adopts their schedule.

**12. CLOSED MEETING**

The meeting was not closed.

**13. RISE AND REPORT**

As the meeting was not closed, there was no need to consider a Rise and Report.

**14. ADJOURNMENT**

**By general consent** the meeting adjourned at 3:05 p.m.

\_\_\_\_\_  
Trustee Bernardo, Chair

Certified Correct:

\_\_\_\_\_  
Robert Barlow, Legislative Services Clerk/Recorder

**Minutes are not official until adopted at a subsequent meeting.**

## Follow Up Action Report

### Financial Planning Committee

12-Oct-2022

| Activity                                                                                                                                                                                                                                                                                                                                                                                                     | Responsibility | Dates               | Status      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------|-------------|
| <b>1 Re: Reserves and Surplus Policy:</b> that Financial Planning Committee request staff to investigate possible language changes to TC Policy 6.5.1 Reserves and Surplus to ensure that it does not violate best practices related to use of surplus funds to fund operating expenses.                                                                                                                     | Julia Mobbs    | Target: 29-May-2024 | In Progress |
| <b>2 Re: Special Tax Requisition Policy:</b> that Financial Planning Committee recommend that TC Policy 6.3.2 Special Property Tax Requisitions section 3.1 be amended to read 'The Islands Trust Council will evaluate and consider including a Local Trust Committee's local initiative program or service or program in the preliminary Islands Trust's general budget based on the following criteria:'. | Julia Mobbs    | Target: 29-May-2024 | In Progress |
| <b>3 Re: Special Tax Requisition Policy:</b> that Financial Planning Committee forward the proposed amendments to TC Policy 6.3.2 Special Property Tax Requisitions to Trust Council.                                                                                                                                                                                                                        | Julia Mobbs    | Target: 29-May-2024 | In Progress |
| <b>4 Re: Trustee Remuneration Policy:</b> that Financial Planning Committee request staff to bring back an amended Trust Remuneration Policy that includes consideration of an independent remuneration review by either task force or consultant once per trustee term, at least one year before the end of term.                                                                                           | Julia Mobbs    | Target: 21-Feb-2024 | In Progress |

## Follow Up Action Report

### Financial Planning Committee

#### 12-Oct-2022

| Activity                                                                                                                                                                                                                                                                                                                                                    | Responsibility | Dates               | Status      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------|-------------|
| 5 <b>Re: Trustee Remuneration Policy:</b> that Financial Planning Committee request staff to bring back an amended Trustee Remuneration Policy that includes consideration of the improvement opportunities identified in Appendix A: Assessment of UBCM elected official and board remuneration guide and Trust Council Policy 7.2.1 Trustee Remuneration. | Julia Mobbs    | Target: 21-Feb-2024 | In Progress |

#### 18-Oct-2023

| Activity                                                                                                                                                                                               | Responsibility                    | Dates               | Status      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------|-------------|
| 1 Staff to provide a demonstration how the security of private information would be maintained in the new system (CityView) and how public information would be shared                                 | Stefan Cermak                     | Target: 01-Mar-2024 | Completed   |
| 2 Financial Planning Committee seek staff feedback on the application of the \$150,000 First Nation Engagement Grant received from the Ministry of Municipal Affairs, to be provided to Trust Council. | Clare Frater<br>Russ Hotsenpiller | Target: 12-Mar-2024 | In Progress |
| 3 staff to schedule all 2024 FPC meetings as electronic meetings: January 24, February 21, May 29, August 28, October 16 and November 13 for the 2024 calendar year                                    | Robert Barlow                     | Target: 31-Dec-2023 | Completed   |

## Follow Up Action Report

### Financial Planning Committee

#### 18-Oct-2023

| Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Responsibility                    | Dates               | Status      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------|-------------|
| 4 staff to investigate pursuing the provisions of Section 2.1.1 (Community Planning Grant Program) and 4.1.1 (Special Provincial Planning Grant Program) of the Protocol Agreement Between the Islands Trust and the Ministry of Municipal Affairs regarding the Provincial Funding Process with regard to OCP and LUB reviews; Policy Statement Review; associated First Nations capacity funding; and Housing and Housing Needs Assessments; and report back to FPC. | Clare Frater<br>Russ Hotsenpiller | Target: 31-Jan-2024 | In Progress |

#### 08-Nov-2023

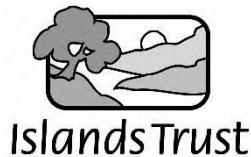
| Activity                                                                                                                                                                                                                             | Responsibility | Dates               | Status      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------|-------------|
| 1 that Financial Planning Committee forward the September 30, 2023 Financial Report to Trust Council for approval.                                                                                                                   | Julia Mobbs    | Target: 15-Nov-2023 | Completed   |
| 2 that Financial Planning Committee request staff to look at the options and analysis for reducing the financial costs of Local Trust Committee meetings and to report back to Financial Planning Committee and Executive Committee. | Julia Mobbs    | Target: 21-Feb-2024 | In Progress |
| 3 that Financial Planning Committee request that the Trust Council Meeting Costs briefing be attached to the meeting schedule RFD heading to Trust Council in December.                                                              | Julia Mobbs    | Target: 15-Nov-2023 | Completed   |

## Follow Up Action Report

### Financial Planning Committee

08-Nov-2023

| Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Responsibility | Dates               | Status    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------|-----------|
| <p>4 that Financial Planning Committee recommend to Trust Council that Trust Council review:</p> <ul style="list-style-type: none"> <li>- progress against plans for current fiscal year</li> <li>- staff vacancies and turnover</li> <li>- risks posed by unavailability of staff resources as described in the business cases</li> <li>- staff resources required across ALL supported projects and activities for the proposed budget</li> </ul> <p>and contemplate prioritising and deferring some activities, so that critical work can be accomplished and staff stress and load is reduced.</p> | Julia Mobbs    | Target: 15-Nov-2023 | Completed |
| <p>5 that Financial Planning Committee request staff to schedule a demonstration of the CityView software bylaw enforcement extension on Wednesday, November 29, at or near 1:00 p.m.</p>                                                                                                                                                                                                                                                                                                                                                                                                              | Stefan Cermak  | Target: 29-Nov-2023 | Completed |
| <p>6 that Financial Planning Committee approve the proposed Work Program as presented, and forward it to Trust Council for approval.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Julia Mobbs    | Target: 15-Nov-2023 | Completed |



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

**TO BE COMPLETED BY INITIATOR**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Requested by</b> ( <i>Committee or Operational Unit</i> ):<br>Executive Committee                                                                                                                                                                                                                                                                                                                                                                                        | <b>Budget Source</b> (select all that apply):                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Department:</b><br>Trust Area Services                                                                                                                                                                                                                                                                                                                                                                                                                                   | <input checked="" type="checkbox"/> <b>Specific Project Funding</b> (select all that apply) <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Third Party Contractors</li> <li><input checked="" type="checkbox"/> Staff Travel Expense</li> <li><input checked="" type="checkbox"/> Staff Overtime Expense</li> <li><input type="checkbox"/> New Staff Member – Temporary for project</li> <li><input type="checkbox"/> Computer Hardware/Software</li> </ul> |
| <b>Name of Request:</b><br>Policy Statement Amendment Project (PSAP)                                                                                                                                                                                                                                                                                                                                                                                                        | <input type="checkbox"/> <b>Furniture &amp; Equipment</b><br><br><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b><br><br><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool) <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul>                                                                                                                               |
| <b>\$ Value of Request</b> ( <i>indicate by fiscal year and total if project is multi-year</i> )<br><br>FY24/25 \$35,000<br><br>FY 25/26 \$13,000 estimated<br>FY 26/27 \$ depends on implementation plan not yet developed<br><br>Total: \$48,000 plus FY26/27 TBD<br><br>Over \$280,000 has been spent since the project's inception in 2019 on public engagement, First Nations engagement, and other project related expenses, in addition to considerable staff hours. | <input checked="" type="checkbox"/> <b>Other – please describe:</b> _____<br><br><b>Budget Breakdown:</b><br>-\$10,000: Implementation of Communications Strategy (design, development and distribution of engagement materials and supports, promotional ads, mail-outs, etc.)<br>-\$20,000: Public Engagement Phase 4 (in-person engagement events/special meetings for some LTCs/IMs as desired, staff travel, etc.)<br>-\$5,000: Legal Services                                     |
| <b>Date of Submission to Finance:</b><br>October 5, 2023                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Funding Required for (date range):</b><br>April 1, 2024 – March 31, 2025                                                                                                                                                                                                                                                                                                                                                                                                             |

## **TIE TO ISLANDS TRUST GUIDING DOCUMENTS:**

Trust Council's Policy Statement Amendment Policy (1.2.1) states that each term, Trust Council will identify Policy Statement review and/or amendment tasks. Early on in the 2018-2022 term, Trust Council requested Executive Committee, with involvement from Trust Programs Committee as appropriate, to review and develop recommendations for amendments to the Islands Trust Policy Statement, primarily through the priority lenses of reconciliation, climate change, and housing. This multi-year project commenced in 2019 and has involved, to date, three phases of public engagement, two phases of early and meaningful engagement with First Nation governments, substantial review and analysis by Trust Programs Committee and Executive Committee, and periodic Trust Council discussion. The project will reach completion after the draft new Policy Statement bylaw has achieved first, second, and third reading by Trust Council; approval by the Minister of Municipal Affairs; and final adoption by Trust Council.

In September 2022, Trust Council passed the following resolution:

***That Trust Council request staff to prepare a Policy Statement Amendment Project Communications Strategy for the consideration of the incoming Executive Committee and Trust Council in early 2023.***

Staff have contracted a communications consultant in FY 2023-24 to implement the communications strategy [Trust Council received in March 2023](#) (see page 160 March 2023 agenda).

The funding requested via this business case will support implementation of a project charter approved [by Trust Council in September 2023](#) (see page 318 of September 2023 agenda). The requested funds would be spent as follows:

- \$10,000: Continued implementation of Communications Strategy (design, development and distribution of engagement materials and supports, promotional ads, mail-outs, etc.) and hiring of contracted communications support.
- \$20,000: Public Engagement Phase 4 (in-person engagement events/special meetings hosted by some LTCs/IMs as desired, staff travel, etc.)
- \$5,000: Legal Services

## **ISSUE/OPPORTUNITY:**

Background: The currently Policy Statement is almost 30 years old and does not adequately address reconciliation, climate change and housing. This business case is requesting funding for the next stage of the Policy Statement Amendment Project that has been underway since 2019 and has involved extensive engagement. While First Reading of the first draft of the bylaw had been anticipated in July 2021, Trust Council instead requested enhanced community engagement, followed by direction to staff to implement [32 resolutions](#). In March 2023, Trust Council adopted a project charter which allows for a substantial amount of time for consideration of future drafts of the revised Policy Statement. Due to staff vacancies in 2023, project implementation has been delayed by six months from what was articulated in the March 2023 project charter.

The project will reach completion after the draft new Policy Statement bylaw has achieved first, second, third, and fourth reading by Trust Council and final adoption by the Minister of Municipal Affairs. More detailed project information is available on the [Islands 2050 webpage](#).

## **Current Project Status:**

Staff have developed a revised draft, as per Trust Council's [32 resolutions](#), after engaging with internal and external staff partners and seeking legal counsel in the process. Staff are engaging with First Nations to seek their early input on the draft. Staff are now engaging and working in cooperation with eight First Nations who accepted capacity funding to seek their early input on the draft. Staff anticipate presenting Draft 2 of the revised Policy Statement to Trust Programs Committee and Executive Committee in January or February 2024.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| <p>along with a summary of comments from First Nations and recommendations for additional changes. These committees will then prepare recommendations for Trust Council to consider.</p> <p>Staff have contracted a communications consultant to assist with implementation of a communications strategy for the project from now until March 2024.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>PROJECTED RESULTS/DELIVERABLES:</b></p> <p>The April 2024-March 2025 work on this project will result in First Reading of Bylaw 183 of the Policy Statement. The funding requested will enable this to happen through support for communications including materials, public engagement by local trust committees/Bowen Island Municipal Council, and revisions to Draft 2 of the Policy Statement, and legal review of the draft.</p> <p>In the April 2024-March 2025 the following activities are proposed for the project :</p> <ul style="list-style-type: none"> <li>• EC and TPC develop recommendations for further revisions, as requested by TC (Feb-April 2024)</li> <li>• Trust Council considers TC/EC recommendations and passes resolutions on further revisions required. Staff will make those revisions. ((June 2024)</li> <li>• Approval in principle by Trust Council (possibly in Late Summer/Fall 2024)</li> <li>• A six-month internal referral process to local trust committees and Bowen Island Municipality (prior to First Reading). The intent is that local trust committees and Bowen Island Municipality will, as they deem necessary or desirable, undertake local public engagement using a method selected by the local trust committee/Bowen Island Municipal Council to inform their referral responses. As this is not part of local work programs the public engagement events would be supported/organized by Trust Area Services staff.</li> <li>• After incorporating feedback from local trust committees and Bowen Island Municipality referral responses, Trust Council would undertake First Reading and then refer the document to other agencies/First Nations for at least three months.</li> </ul>                                                                                                                                                                                                                          |
| <p><b>RISK ASSESSMENT:</b></p> <p>The proposed recommended option carries the following risks and options for mitigation:</p> <p><u>Risk:</u> A lack of timely and responsive communications materials risk developing a lack of public confidence in the project, circulation of misinformation, and poor levels of public engagement or high levels of engagement at the wrong points in the project. The lack of a proactive communications strategy at the outset of the project, lack of political consensus, ongoing vacancies in the TAS Communications Specialist position, and widespread misinformation about the project have slowed progress on the Policy Statement Amendment Project in recent years. To mitigate these risks going forward, Trust Council requested staff in September 2022 to develop a communications strategy to be implemented in FY 2023-24.</p> <ul style="list-style-type: none"> <li>• These risks can be mitigated through ongoing implementation of the communications strategy with support from an external contractor to provide resiliency.</li> </ul> <p><u>Risk:</u> Extended timeframe incurred by having two referral periods increases the staff resources required for the project and increases risks to the project (e.g. staff turnover, emerging issue that competes for project resources). The approach of internal referral/public engagement prior to First Reading, does not represent typical local government bylaw review process.</p> <ul style="list-style-type: none"> <li>• This risk could be mitigated by Trust Council foregoing the proposed approval in principle step and moving straight to First Reading, which would be followed by a concurrent referrals process and a coordinated public engagement process which could remove at least six months from the project timeline.</li> </ul> <p><u>Risk:</u> Adoption of revised Policy Statement in December 2026, after the next local elections.</p> |

- This risk could be mitigated by Trust Council foregoing the proposed approval in principle step and moving straight to First Reading, which would be followed by a concurrent referrals process and a coordinated public engagement process.
- This risk could be mitigated by Trust Council holding special meetings promptly when needed rather than considering the document only at regular quarterly meetings.

Risk: Lack of coordinated Trust Area-wide approach to public engagement. The planned approach is to refer the draft document, after receiving approval in principle from Trust Council to local trust committees and Bowen Island Municipality for six months. During this time, local trust committees and Bowen Island Municipality could undertake local public engagement, with some Trust Area Services staff support, at regular or special meetings, to inform their referral responses. This de-centralized approach could result in uneven delivery of public engagement, unavailable resources due to overlapping decentralized engagement activities and, depending on the engagement and data collection methods used, a lack of public confidence in the engagement process. The lack of a central on-line public engagement methods, such as a survey and virtual community workshops, may result in some community members feeling that there were not offered a convenient way to provide their views on the new draft.

- This risk could be mitigated by Trust Council reconsidering the approach to public engagement and undertaking a coordinated Trust-wide approach that includes a survey and possibly virtual community workshops

Risk: Lack of backfill for regular Senior Policy Advisor work leading to lack of progress on other initiatives and/or staff burnout. This business case assumes that the Senior Policy Advisor position is seconded to this project full-time, as has been the case in recent years. This means that the other duties that this position is responsible for do not have dedicated staff resources. In recent years, the Director of Trust Area Services has been undertaking many of these additional duties in addition to her regular work (often outside of regular work hours), and the Grants Manager has taken on legislative monitoring, and drafting of local trust committee advocacy letters and thank you letters to Trust Council delegates, as time permits within regular work hours. This informal backfill by the Director is not sustainable into the future and the ability of the Grants Manager to continue to support additional activities is in question as the demand for grant-related support is on the rise. The risk is that Trust Area Services' work in other areas (e.g. Trust Council/local trust committee advocacy/coordination, policy research/development, legislative monitoring, indicator reporting, agreement monitoring/development, organization of special Trust Council sessions, grants in aid administration, research into science topics for accuracy purposes, delegation thank you letters, etc.) would need to be paused or continue to be paused. An additional risk is staff burnout and/or lowered staff morale due to continuing requests for Trust Area Services support that cannot be accommodated in regular working hours.

- This risk (to other activities supported by Trust Area Services) could be mitigated by Trust Council funding backfill of the Senior Policy Advisor position or halting (not funding) OCP amendment project(s) to free up Planning Services staff time to support.

## **ALTERNATIVES CONSIDERED:**

### **Option 1: Status quo- Implement project charter as approved in September 2023: \$35,000**

#### *Description of activities in 2024/25*

- Trust Council considers TC/EC recommendations and passes resolutions on further revisions required and staff to make those revisions
- Legal review, as required
- Proactive and reactive communications about the project
- Approval in principle by Trust Council
- A six-month internal referral process to local trust committees and Bowen Island Municipality. During this time, local trust committees and Bowen Island Municipality can opt to undertake local public engagement as determined by them (could include some Trust Area Services staff support as needed) at regular or special meetings/events) to inform their referral responses.

*Benefits* – This is in keeping with the direction already provided by Trust Council.

*Risks* – as noted above

*Financial implications* – \$35,000 requested would go to:

- Communications - \$10,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
- Legal - \$5,000 - to support the legal aspects of the project as needed
- Public engagement - \$20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.

*Resource requirements* – Requires the full-time support of Senior Policy Advisor and additional support from Director of Trust Area Services, and Program Coordinator and Communication Specialist. Staff hours required for public engagement depend on the options selected by local trust committees/Bowen Island Municipal Council. Staff hours required for re-drafting will depend on the scope of changes requested by Trust Council.

*Other implications*- None.

**Option 2: Option 1 with Trust-wide Virtual/Print Public Survey: \$55,000** (Option 1 plus \$20,000 for a Trust Area-wide survey to receive input).

*Description* – This option would include all elements of Option 1 with an additional Trust Area wide public engagement survey. The additional funding would go to contracted survey research and preparation, survey design, survey set-up, survey analysis, and survey results report.

*Benefits* – As for Option 1 with constituents also receiving a virtual engagement option (survey) and Trust Council also receiving survey results that are collected in a consistent manner across the Trust Area.

*Risks* – Lack of contractor availability for contractors skilled at survey design on policy topics.

*Financial implications* – \$55,000 requested would go to:

- All elements of Option 1, i.e.

- Communications - \$10,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
- Legal - \$5,000 - to support the legal aspects of the project as needed
- Public engagement - \$20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.
- Trust-wide Survey - \$20,000 - \$18,000 for survey design and analysis by contractor, with \$2,000 for printing, distribution and return mail costs for print copies of the survey.

*Resource requirements –*

- All elements of Option 1, and
- Trust-wide Survey – staff time to procure contractor for survey and to monitor the contract

*Other implications - None.*

**Option 3: Option 2 with Virtual Community workshop: \$65,000** (Option 2 plus \$10,000 for virtual community workshop to receive input).

*Description –* This option would include all elements of Options 2 and a virtual community workshop that includes attendance by Islands Trust subject matter experts (possibly held over multiple days).

*Benefits –* All benefits of Option 2 plus constituents are offered an event that provides access to subject matter experts; participants in the virtual community workshop can hear the perspectives of people throughout the region, Trust Council receives collated workshop engagement results in a consistent manner.

*Risks –* All risks of Option 2 plus potential lack of contractor availability for virtual community workshop design, facilitation and note-taking.

*Financial implications –* \$65,000 requested would go to:

- All elements of Option 1, i.e.
  - Communications - \$10,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
  - Legal - \$5,000 - to support the legal aspects of the project as needed
  - Public engagement - \$20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.
- Trust-wide Survey - \$20,000 - \$18,000 for survey design and analysis by contractor, with \$2,000 for printing, distribution and return mail costs for print copies of the survey.
- Virtual Community Workshop - \$10,000 – designed and delivered by contractor, with Islands Trust staff attending as subject matter experts

*Resource requirements –*

- All elements of Option 2, and
- Virtual Community Workshop – staff time to procure contractor for workshop, advise on content, and to monitor the contract; also a few hours from internal subject matters experts to participate in virtual community workshop.

*Other implications- None.*

**Option 4: Communication and legal elements of Option 1 with no public engagement: \$15,000**

*Benefits* – Cost and staff time savings; accelerated project delivery leading to some reduced risks to the project (e.g. staff turnover, emerging issue that competes for project resources)

*Risks* – Trust Council and local trustees would receive unstructured feedback and may receive negative comments about the lack of a fourth phase of public engagement for the project.

*Financial implications* – \$15,000 requested would go to:

- Communication and legal elements of Option 1 but with no public engagement.
  - Communications - \$10,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
  - Legal - \$5,000 - to support the legal aspects of the project as needed

*Resource requirements* – Staff hours saved by not undertaking public engagement depend on the options that would have been selected by local trust committees/Bowen Island Municipal Council, and the extent of unstructured public feedback received.

*Other implications-* Would require dedicated communications effort to advise the public of key messages such as the following:

- The draft being developed by Trust Council is informed by the results of previous phases of Trust Area wide public engagement, engagement with First Nations and referral agency comments.
- Trustees always want to hear the views of constituents to inform their decisions and votes
- Members of the public can write and present to Trust bodies/Bowen Island Municipality to share their views

**Option 5: Not proceed at this time or postpone until a future fiscal year: \$0**

*Benefits* – Staff and financial resources available for other work.

*Risks* –The risks of not proceeding include the following:

Risk: 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.

Risk: the public engagement results may be viewed as dated and no longer relevant.

Risk: staff turnover during a pause in the project could result in a loss of corporate memory leading to inefficiencies and loss of knowledge.

Risk: The Province of BC may amend the Islands Trust Act to require the Islands Trust Council to amend or considering amending the Policy Statement at regular intervals. The Local Government Act requires regional districts to, every five years, seek input on the need for review of the regional growth strategies from its citizens; affected local governments; First Nations; boards of education, greater boards and improvement

district boards; and the Provincial and federal governments and their agencies; and consider whether the regional growth strategy must be reviewed for possible amendment.

*Financial implications* – Funds available for other initiatives.

*Resource requirements* – Staff time to communicate cancellation or delay of the project.

*Other implications*- None.

**Optional add-on to Options 1-4: Backfill Senior Policy Advisor position temporary part-time (for FY24/25 three days/week): \$71,600**

*Benefits* – Resources available for regular Senior Policy Advisor duties; reduced pressure on other staff to take on this positions' work. (e.g. Trust Council/local trust committee advocacy/coordination, policy research/development, legislative monitoring, indicator reporting, agreement monitoring/development, organization of special Trust Council sessions, grants in aid administration, research into science topics for accuracy purposes, delegation thank you letters, etc.)

*Risks* – Delay in recruitment. This is mitigated by having an up to-date job profile that is already through classification process.

*Financial implications* – \$71,600 requested (would be in addition to costs of Options 1-6)

*Resource requirements* – Staff time to hire and supervise.

*Other implications*- None.

| <b>SUMMARY TABLE OF OPTIONS</b>                                        |                 |                 |                 |                |             |
|------------------------------------------------------------------------|-----------------|-----------------|-----------------|----------------|-------------|
| <b>Activities</b>                                                      | <b>Opt 1</b>    | <b>Opt2</b>     | <b>Opt3</b>     | <b>Opt4</b>    | <b>Opt5</b> |
| Communications (\$10k)                                                 | X               | X               | X               | X              | X           |
| Legal (\$5k)                                                           | X               | X               | X               | X              | X           |
| Local LTC/BIM led public engagement (\$20k)                            | X               | X               | X               |                |             |
| Trust-wide virtual/print survey (\$20k)                                |                 | X               | X               |                |             |
| Trust-wide Virtual Community Workshop (\$10k)                          |                 |                 | X               |                |             |
| <b>TOTAL COST</b>                                                      | <b>\$35k</b>    | <b>\$55k</b>    | <b>\$65k</b>    | <b>\$15k</b>   | <b>\$0</b>  |
| <b>TOTAL COST with Optional Add-on for staffing backfill (\$71.6k)</b> | <b>\$106.6k</b> | <b>\$126.6k</b> | <b>\$136.6k</b> | <b>\$86.6k</b> | <b>N/A</b>  |

**CRITICAL SUCCESS FACTORS:**

- Full staffing levels within Trust Area Services; administrative support available to manage correspondence as needed
- Adequate internal and external communications to build a shared understanding by members of Trust Council, First Nations, referral agencies, and the public, on the revised draft Policy Statement and the project purpose, scope, and timeline.
- Available staff and contractors
- Trust Council leadership.

**RECOMMENDED OPTION:**

**Option 1** is recommended by Executive Committee as consistent with Trust Council's adopted project charter.

**COST/BENEFIT ANALYSIS:**Quantitative Analysis:

Comparative regional growth strategy/official community plan update processes in BC local governments have notably higher budgets and cover smaller geographic areas.

Qualitative Analysis:

Amending the Islands Trust Policy Statement will enable Trust Council to more effectively carry out its mandate to preserve and protect the unique amenities and environment of the Trust Area. It will also help to fulfill Trust Council's commitments to address reconciliation, climate change, and housing.

**PURCHASING PROCEDURE:**

All expenditures will be in accordance with Procurement Policy 6.5.3.

**PROPOSED IMPLEMENTATION STRATEGY:**

As outlined above and as per the Policy Statement Amendment Project Charter and Communications Plan.

**STAFF RESOURCING**

In FY 2024-25, the project is estimated to require the following staff time:

- 0.25 FTE - TAS Director
- 1.0 FTE - Senior Policy Advisor
- 0.5 FTE - Program Coordinator
- 0.15 FTE - Senior Indigenous Relations Advisor
- 0.15 FTE – Communications Specialist
- 0.1 FTE - Legislative Services Clerk (or other clerks as available)
- Will also require support from staff across the organization.

Without additional staff resources, Trust Area Service's (TAS) regular workload will need to be reduced. During critical periods, a certain amount of overtime is expected to fulfil project needs.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

Change management will be undertaken via proposed updated to the approved project charter.

Communications are guided by a communications plan.

This project will be managed by the Executive Committee with involvement by Trust Programs Committee as appropriate. Staff anticipate that Trust Programs Committee will be deeply involved in developing recommendations for amendment.

First Nations are providing comment on the staff draft in Fall 2024 and will receive the document for comment after First Reading. Staff have, through work with First Nations to date, heard an interest for the Policy Statement amendment process, including timelines, to be co-designed with participating First Nations, and that this multi-year project is not currently being delivered in a manner that reflects this. Staff have advised that if there is a desire for fundamental change the model of project delivery there is a need for it to be discussed between Islands Trust and First Nations' leadership.

Requested by: Executive Committee

Prepared by: Clare Frater, Director, Trust Area Services

Reviewed by: Russ Hotsenpiller, CAO



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 Programs Committee

**Department:**

Trust Area Services

**Name of Request:**

[Stewardship Education Program](#)

**\$ Value of Request** (*indicate by fiscal year and total if project is multi-year*):

\$15,000

**Date of Submission to Finance:** August 28, 2023

**Budget Source** (select all that apply):

☒ **Specific Project Funding** (select all that apply)

☒ Third Party Contractors

☐ Staff Travel Expense

☐ Staff Overtime Expense

☐ New Staff Member – Temporary for project

☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ Permanent

☐ Temporary

Temp Duration: \_\_\_\_\_

☒ **Other – please describe:** speaker fees,  
communication expenses, honoraria, mailing costs

**Funding Required for (date range):** Fiscal 2024-25

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (*Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*)

The [Islands Trust Policy Statement](#) includes numerous statements that Trust Council encourages property owners to undertake stewardship actions (policies 3.1.11, 3.3.3, 4.4.4, 5.1.4, 5.4.5, 5.8.8).

[Islands Trust Council's Strategic Plan](#) includes Strategy 4.3 create a stewardship education program for the public, industry, and stakeholders in the Trust Area.

4.4.7.

**ISSUE/OPPORTUNITY:** *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

Since 2017, Trust Programs Committee has implemented a Stewardship Education Program for the Islands Trust Council. This included:

17/18 : six on-island well owner education workshops (~\$7,000)

18/19: six on-island sea level rise workshops in (~\$4,250)

20/21: three climate action webinars in (~\$3,000),

21/22: a "Living in the Trust Area" mailing program to new land purchasers in FY (~\$13,000)

22/23: continued mailings to new land purchasers in (~\$6,000).

In 2023/24 TPC intends to offer continued mailings (~\$10,000) and a speaker series (~\$5,000). The details of previous programming since 2020 is available on the [Stewardship Education webpage](#).

The Policy Statement states that "The assistance and cooperation of property owners, residents and visitors is vital to the preservation and protection of the environment and amenities of the Trust Area and the implementation of the Policy Statement." and "The task of protecting the Trust Area is particularly challenging because ecosystems do not stop at political boundaries. Cooperative management programs are required to coordinate the actions of all stakeholders. Government, property owners, residents and visitors share responsibility for the preservation and protection of the Trust Area ecosystems."

**PROJECTED RESULTS/DELIVERABLES:** *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

The provision of educational programming and materials on stewardship topics to be determined by Trust Program Committee in FY 2024/25 is expected to assist community members to be more informed stewards. Audiences may include *the public, industry, and interested and affected parties (stakeholders) in the Trust Area*.

This initiative will help the Trust fulfil the vision set out the Islands Trust Act that the Trust preserve and protect in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

The risk exists that incorrect information will be inadvertently provided. Staff will mitigate this risk by engaging expert speakers where possible, and requesting expert review of staff-produced publications (where applicable).

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

Each fiscal year, Trust Programs Committee considers the financial support it wishes to request from Trust Council and, once the budget is approved, the Committee considers the methods by which it will deliver the Stewardship Education Program. For this reason, it is not practical to assess all alternatives considered. In Fall 2023 Trust Programs Committee will undertake a public survey to seek view on which stewardship education topics should be addressed in the future via webinars.

**Option 1:** Do not offer the program.

Benefits – Additional Trust Area Services staff time for another initiatives

Risks – Does not advance Strategic Plan Strategy 4.3 *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 Program Committee.

Risks – Would depend on the implementation selected by Trust Program Committee.

Financial implications – Larger budget required.

Resource requirements – Would depend on the implementation selected by Trust Program Committee.

Depending on the activities selected, it could mean more or less staff time to manage contracts or more time for direct staff delivery.

Other implications- None.

**Option 3:** A smaller budget for the Stewardship Education Program

Benefits – Would depend on the implementation selected by Trust Program Committee

Risks – Would depend on the implementation selected by Trust Program Committee

Financial implications – Smaller budget required.

Resource requirements – Would depend on the implementation selected by Trust Program Committee.

Depending on the activities selected, it could mean more or less staff time to manage contracts or more time for direct staff delivery.

Other implications- None.

**CRITICAL SUCCESS FACTORS:** *(What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

Critical success factors include:

- Sufficient staff time to administer and deliver the program. If there is a critical staff vacancy, program delivery may be impacted.
- Availability of contractor to develop mailing list (if Living in the Trust Area mailing is to proceed). If contractors are unavailable an accurate mailing list cannot be produced (staff could produce an in-house list (will contain errors and omissions as full data set not available internally).
- Public interest in participating in stewardship education events. If there is low public interest, project objectives won't be met.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

That \$15,000 be budgeted for the Stewardship Education Program.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative:

- \$15,000 for the Stewardship Education Program for FY 2024/25. See also staff resourcing section below.

Qualitative:

- A stewardship education program offers the opportunity to educate community members and professional practitioners about the importance of preserving and protecting the Trust Area, climate action, and methods of being a good steward.
- Increased understanding of the Islands Trust and rationale for the preserve and protect mandate could result in reduced bylaw infractions.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Any purchases will comply with the Procurement Policy. The services/goods to be procured will depend on the activities selected by Trust Programs Committee.

**PROPOSED IMPLEMENTATION STRATEGY:** *(What are the specific features of the “roll-out” of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

Once budget approval is received, Trust Programs Committee will, in 2024/25, request staff to provide a project charter(s) for selected activities. Once the project charters are approved, staff will implement the project(s) as directed.

**STAFF RESOURCING:** *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

The staff resources required will depend on the activities selected by Trust Programs Committee in 24/25, with on-island events (if selected) requiring significantly more time commitment. At a minimum, staff hours needed are expected to be: program coordinator 200 hours, communications specialist 40 hours, and Director of Trust Area Services 30 hours, with additional time for administrative services staff to manage financial elements. The program coordinator offers support to the Stewardship Education Program as a core duty of the position. The reasonableness of the staff hours in conjunction with other initiatives will somewhat depend on the scale and timing of the Policy Statement Amendment Project in 24/25 and other initiatives undertaken by Trust bodies that require support from Trust Area Services.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

Change management, communication and collaboration will be addressed via the strategies outlined in the project charter(s) and as directed by Trust Programs Committee during consideration of next steps.

The program would be supported by a communications plan(s). Ideally, components of the program would be delivered in collaboration with local agencies and/or First Nations.

Requested by (Committee or Business unit): Trust Programs Committee,

Prepared by: Gillian Nicol, Program Coordinator, August 15, 2023

Reviewed by: Clare Frater, August 21, 2023



Islands Trust

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

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**TO BE COMPLETED BY INITIATOR**

**Requested by (Committee or Operational Unit):**  
Trust Programs Committee

**Department:**  
Trust Area Services

**Name of Request:**

[Secretariat Services Program](#)

**\$ Value of Request (indicate by fiscal year and total if project is multi-year):**

\$15,000

**Budget Source (select all that apply):**

☒ **Specific Project Funding (select all that apply)**

- ☒ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources (see Staff Costing Tool)**

☐ Permanent

☐ Temporary

Temp Duration: \_\_\_\_\_

☐ **Other – please describe:** \_\_\_\_\_

**Date of Submission to Finance:** August 28, 2023

**Funding Required for (date range):** Fiscal Year 2024/25

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.)

The [Islands Trust Policy Statement](#) provides that: "To achieve its object, the Islands Trust must be an educator, coordinator, and initiator, guiding individuals, organizations and other agencies in support of the object. While the Islands Trust can provide the necessary leadership, responsibility for stewardship of the Trust Area rests with many. Individuals, other government agencies, organizations, and the Province itself all have important roles to play. Cooperative actions are required of other agencies, organizations and individuals to ensure that activities are carried out in a manner that is sensitive to the needs of Trust Area ecosystems and island communities."

[Islands Trust Council's Strategic Plan](#) includes Strategy 5.2 *Provide a secretariat role to forums within the Trust Area.*

In the [Islands Trust Council's Secretariat Services policy](#) sets out the policy for providing secretariat services which is defined as "the provision of administrative support including, but not limited to, meeting organization, meeting administration, public notices, recording and distribution of meeting notes or minutes, and website hosting and updating.

**ISSUE/OPPORTUNITY:** *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

There are a number of coordinating bodies operating in the Trust Area, largely supported by volunteer or in-kind staff effort. These bodies bring together different levels of government, First Nations and community members on a regular basis to discuss matters of mutual interest/concern.

Over the years, coordinating bodies and trustees have raised concern regarding the lack of funding for the administrative needs (e.g. meeting logistics, agenda preparation, minutes, facilitation, website hosting/posting, shared document drive) for some of the coordinating bodies and/or concern about the sustainability of relying on volunteer and side-of-the-desk coordinators. In 2021, Trust Programs Committee sought the feedback of coordination groups receiving secretariat services on the impact/benefits of those services, and heard that the funding was helpful and promoted better coordination, among other benefits.

The details of previous support provided via Trust Programs Committee since 2018 is available on the [Support for Coordination Groups webpage](#) along with details of the Salt Spring Island Watershed Protection Alliance support.

Previous amounts budgeted by Trust Council in the last three years:

23/24 \$12,000

22/23 \$15,000

21/22 \$12,000

**PROJECTED RESULTS/DELIVERABLES:** *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

Through offering support for administration, the Secretariat Services Program support the continued operation of coordination groups in the Trust Area. Regular meetings of coordination groups can support more informed decision-making by trustees and partner agencies and First Nations that participate in the coordination groups. Coordination groups, at times, also discuss coordinated advocacy messages, leading to more impactful campaigns. This initiative will help the Trust fulfil the vision set out the Islands Trust Act that the Trust preserve and protect in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

No risks identified.

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

**Option 1:** Do not offer the program.

Benefits – Additional Trust Area Services staff time for another initiatives

Risks – Does not advance Strategic Plan Strategy 5.2 *Provide a secretariat role to forums within the Trust Area.*

Financial implications – No funding required.

Resource requirements – Staff time available for other work.

Other implications- None.

**Option 2:** A larger budget for the Secretariat Services Program

Benefits – Increased support available to coordination groups. In April 2023, Trust Programs Committee received requests for \$14,120 in funding for its \$12,000 budget.

Risks – None.

Financial implications – Larger budget required.

Resource requirements – Would depend on the implementation selected by Trust Program Committee.

Depending on the how many coordination groups are supported and what support is offered, it could mean more or less staff time to manage contracts or more time for direct staff delivery.

Other implications- None.

**Option 3:** A smaller budget for the Secretariat Services Program

Benefits – Would depend on the implementation selected by Trust Program Committee

Risks – Uncertain. It could result in a coordination group facing administrative capacity issues.

Financial implications – Smaller budget required.

Resource requirements – Would depend on the implementation selected by Trust Program Committee.

Depending on the how many coordination groups are supported and what support is offered, it could mean more or less staff time to manage contracts or more time for direct staff delivery.

Other implications- None.

**CRITICAL SUCCESS FACTORS:** *(What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

Critical success factors include:

- Sufficient staff time to administer and deliver the program. If there is a critical staff vacancy, program delivery would be impacted. Also, the program depends on program staff time not being allocated to other initiatives by other Trust bodies.
- Availability of contractor to offer administrative support to coordination group. If contractors are unavailable program delivery may be impacted.
- Continued operation of coordination groups and continued Islands Trust participation in those coordination groups. Trust Programs Committee, via policy, has the discretion to allocate the budget provided.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

That \$15,000 be budgeted for the Secretariat Services Program.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative:

- \$15,000 to fund requests from coordination groups in FY 2024/25. See also staff resourcing section below.

**Qualitative:**

- Continued Islands Trust support for administration of coordination groups comprised of First Nations, organizations and/or interested and affected parties (stakeholders).
- Regular meetings of coordination groups can support more informed decision-making by trustees and partner agencies and First Nations that participate in the coordination groups. Coordination groups, at times, also discuss coordinated advocacy messages, leading to more impactful campaigns.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Any purchases will comply with the Procurement Policy. Service contracts are typically offered via direct award. The Secretariat Services policy states that: *When Trust Programs Committee allocates funding from the Secretariat Services budget for Secretariat Services for a Coordination Group, the amount may not exceed the direct award commitment spending level in Trust Council's Procurement Policy 6.5.3.*

**PROPOSED IMPLEMENTATION STRATEGY:** *(What are the specific features of the "roll-out" of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

The Secretariat Services policy states that: *Trust Programs Committee will assess opportunities to provide Secretariat Services at its first meeting of the fiscal year. If staff resources or funding remain unallocated after this meeting, the Trust Programs Committee may consider additional opportunities at future meetings.*

Typically, Trust Programs Committee has decided on which groups to support in April, with contracts issued in May and final reports from coordination groups provided in March.

**STAFF RESOURCING:** *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

The staff resources required will depend on the number of coordination groups supported by Trust Programs Committee in 24/25 and the nature of support offered. The program coordinator offers support to the Secretariat Services Program as a core duty of the position. At a minimum, staff hours needed are expected to be: program coordinator 75 hours, communications specialist 1 hour, and Director of Trust Area Services 20 hours, with additional time for administrative services staff to manage financial elements. The reasonableness of the staff hours in conjunction with other initiatives will somewhat depend on the scale and timing of the Policy Statement Amendment Project in 24/25 and other initiatives undertaken by Trust bodies that require support from Trust Area Services.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

Information about how funding is allocated is posted to the Secretariat Services Program webpage and staff may promote the Islands Trust's contributions, as appropriate.

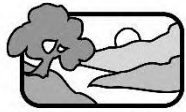
In April 2022, the Executive Committee requested staff to develop policy regarding s. 8 (2) (h.1) (iii) and (iv) of the Islands Trust Act. This work has not begun as the Senior Policy Advisor position is dedicated to the Policy Statement Amendment project, and has not been backfilled for other work. If Trust Council did adopt new policy relating to s. 8 (2) (h.1) (iii) and (iv) of the Islands Trust Act any impacts to the Secretariat Services program would not take effect until FY2025/26 at the earliest. Staff would ensure that all interested and affected parties were kept informed.

Requested by: Trust Programs Committee,

Prepared by: Gillian Nicol, Program Coordinator, August 15, 2023

Reviewed by: Clare Frater, August 21, 2023

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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**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <b>Requested by:</b><br>Regional Planning Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Budget Source</b> (select all that apply):<br><br><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)<br><input checked="" type="checkbox"/> Third Party Contractors <del>(or Co-op student)</del><br><input type="checkbox"/> Staff Travel Expense<br><input type="checkbox"/> Staff Overtime Expense<br><input type="checkbox"/> New Staff Member – Temporary for project<br><input type="checkbox"/> Computer Hardware/Software<br><br><input type="checkbox"/> <b>Furniture &amp; Equipment</b><br><br><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b><br><br><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)<br><input type="checkbox"/> Permanent<br><input type="checkbox"/> Temporary<br>Temp Duration: _____<br><br><input type="checkbox"/> <b>Other – please describe:</b> _____ |
| <b>Department:</b><br>Planning Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Name of Request:</b><br><br><del>Northern Region and Southern Gulf Islands</del><br>Housing Needs Reports – all Local Trust Committees                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>\$ Value of Request</b> (indicate by fiscal year and total if project is multi-year):<br><br>2024/25: <del>\$110,000</del> \$127,336                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Date of Submission to Finance:</b><br>RPC approved Sept. 6, 2023<br>Updated January 9, 2024 to reflect Dec. 20, 2023 letter announcing specific funding allocation from province.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Funding Required for (date range):</b><br>April 1, 2024 – March 31, 2025<br>(funding via provincial grant)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>TIE TO ISLANDS TRUST GUIDING DOCUMENTS:</b> (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.)<br><br>Effective April 16, 2019 provincial requirements <a href="#">require all local governments to complete housing needs reports</a> for their communities by April 2022 and every five years thereafter. The Housing Needs Reports for all Local Trust Committees, except the Salt Spring Island Local Trust Committee are legislatively required to be updated.<br><br><ul style="list-style-type: none"><li>• <a href="#">Northern Region (DE, GA, GM, HO, LA, TH) Housing Needs Report, Dillon Consulting, June 2018</a></li><li>• <a href="#">Southern Gulf Island (GL, MA, NP, SP, SA) Housing Needs Report, JG Consulting Services, February 2018</a></li><li>• <a href="#">Salt Spring Island, Housing Needs Report, CRD, November 2020</a></li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

Islands Trust Council [Strategic Plan 2018-2022](#). Objective: Strengthen Housing Affordability Throughout the Islands Trust Area. In June 2023, [Islands Trust Council amended the Strategic Plan](#) to:

- “Prioritize elements of the strategic plan that support land use decision making”, and
- “Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment.”

Strategic Actions 4.4 iii – 4.4 v within the Strategic Plan were refined in the RPC work program to include development of a Housing Options Strategy and Toolkit (subject of a different business case).

Regional Planning Committee Work Program: Strengthen housing affordability throughout the Islands Trust Area

[Islands Trust Policy Statement](#) Goal: To Sustain Island Character and Healthy Communities: “...The health of a community is influenced by numerous factors such as economic security, education, social support systems, the cleanliness and safety of the environment, and the availability of such necessities as educational and social services, transportation, affordable food and housing”.

**ISSUE/OPPORTUNITY:** *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

The business case proposes to hire a consultant to produce the legislatively required Housing Needs Reports.

All Local Trust Committees are legislatively required to update their Housing Needs Report every five years.

All LTC’s Housing Needs Reports, except Salt Spring Island, are valid from 2018-2023; Salt Spring’s Housing Needs Report is valid from 2020-2025.

A further opportunity is to consider including gaps as identified in the Housing Needs Gaps Analysis, Urban Matters, August 2023.

**Update (Jan. 2024):**

The Housing Statutes (Residential Development) Amendment Act (Bill 44) received Royal Assent on Nov. 30, 2023; Order in Council was adopted December 7, 2023. The Act and Regulations require all Local Trust Committees to update their Housing Needs Reports to align with the new requirements.

On December 20, 2023, the Islands Trust received an announcement that it has been awarded \$127, 336 to update all Housing Needs Reports – including Salt Spring Island Local Trust Area. The grant displaces the \$110,000 budget request (which did not include Salt Spring Island Local Trust Area).

**PROJECTED RESULTS/DELIVERABLES:** *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

Housing Needs Reports for each Local Trust Area ~~except Salt Spring Island would~~ must meet legislative requirements. Including a more detailed assessment of supplementary data points, typically qualitative data, would support a fully picture analysis of housing needs in each community.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

Risk conflicting with oath of office. Housing Needs Reports are required by provincial legislation. All Trustees swore an oath of office to perform duties of office in accordance with the law. (Similarly staff swear an annual oath of employment). Completing the legislatively required task would alleviate any conflict.

Risk having outdated housing needs information. It is well understood that a housing crisis exists and that housing is needed by many. However, not updating the assessment regularly would result in current decisions being made on old data. Much changes every five years, and this has been especially true since Covid-19.

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

**Option 1: Do Nothing**

- Benefits – no cost
- Risks – Not meet provincial legislation. May affect funding or other agreements from province. May reduce effectiveness of housing related projects. May affect challenges related to sworn oaths.
- Financial implications – no cost.
- Resource requirements – staff would likely seek ways to update housing needs information on a project by project basis.
- Other implications-

**Option 2: Update ~~Northern and SGI~~ Housing Needs Reports to minimal requirements using a Coop student**

- Benefits – cost effective
- Risks – minimal to no experience – significant time orientating and reviewing student work
- Financial implications – cost effective
- Resource requirements – approved Coop Planner position; student supervision
- Other implications- Coop student would not get much else done and would have minimal opportunity to experience more of planning services while coop supervisor would be focused on primary output of student.

**Option 3: Update ~~Northern and SGI~~ Housing Needs Reports to minimal requirements using a contractor**

- Benefits – all LTCs requiring Housing Needs Reports would get them – meeting legislation.
- Risks – ~~SSI is done separately thus not assured funding (although at time of drafting this business case SSI is reasonably funded for various Housing Need related deliverables and required deliverable can be during the 2025/26 fiscal period).~~ Need to meet legislative requirements drives up demand for contractors and cost
- Financial implications – Grant funded. Cost effective.
- Resource requirements – Standard. Staff drafting of Request for Proposal and contract management.
- Other implications- This option excludes consideration of addressing any qualitative assessments such as understanding employer needs, the quality of housing, or getting a more accurate assessment of rental accommodations and hidden homelessness.

**Option 4: Update ~~Northern and SGI~~ Housing Needs Reports with supplemental data**

- Benefits – Same as above but with supplemental data providing better insight into housing needs.
- Risks – each Local Trust Area may benefit from a different approach when identifying and addressing gaps in housing needs data. This in turn leads to increased need to cooperate/coordinate with local groups who could provide more information. This leads to different and inconsistent data gathering methods/information but once established, could benefit each LTA uniquely.
- Financial implications – expensive. The grant funding would cover the minimum requirements and an additional \$110,000 - \$130,000 would be required if each Local Trust Area received supplemental data.
- Resource requirements – standard.

- Other implications- getting better information will help the Islands Trust meet and address local housing needs in a more succinct manner and may lead to improved funding opportunities for local groups including regional districts to address more specific needs.

**CRITICAL SUCCESS FACTORS:** *(What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

Must meet legislative requirements.  
Address updated Strategic Plan healthy community strategies.  
Meet community needs.  
Minimal resource requirements.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Option 3.

- Meets legislation and somewhat addresses updated Strategic Plan.
- It does not provide enhanced community engagement or any robust qualitative data; however, this may be included in focused OCP or LUB amendments on a LTC by LTC basis
- Grant funding ~~request kept to what is required only to~~ meets legislation requirements.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative:

Cost is estimated to be ~~\$100,000–\$120,000–\$127, 336~~ (this number was generated independently by the province but is reasonably close to staff estimates). ~~This is based on similar work done in 2017 and assuming an average annual rate of inflation of 3.26% between 2017–2023; it is further substantiated through a high-level cost estimate given in the Housing Needs Gaps Analysis Report.~~

Qualitative:

Assists LTCs make informed decisions based on current data, as required by legislation.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Request for Proposal.

**PROPOSED IMPLEMENTATION STRATEGY:** *(What are the specific features of the “roll-out” of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

- April 2024: draft Request For Proposal (RFP) terms of reference
- May 2024: post RFP
- June 2024: award RFP
- September 2024: submit final report to RPC
- October 2024: distribute report to LTCs

**STAFF RESOURCING:** *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Standard resourcing for contract management.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

No special change management required. Share results with LTCs and staff.

**Requested by:** Regional Planning Committee

**Prepared by:** Stefan Cermak, Director Planning Services, August 28, 2023

Updated January 9, 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):**

Regional Planning Committee

**Department:**

Planning Services

**Name of Request:**

Housing Strategy and Housing Options Toolkit

**\$ Value of Request (indicate by fiscal year and total if project is multi-year):**

**2024/25: \$30,000**

**Budget Source (select all that apply):**

- ☐ **Specific Project Funding (select all that apply)**
- ☐ Third Party Contractors
  - ☐ Staff Travel Expense
  - ☐ Staff Overtime Expense
  - ☐ New Staff Member – Temporary for project
  - ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources (see Staff Costing Tool)**

☐ **Permanent**

☐ **Temporary**

Temp Duration: \_\_\_\_\_

☒ **Other – please describe:** Develop & Implement Housing Strategy and Housing Options Toolkit based on endorsement of both RPC and Trust Council in November/December 2023.

**Date of Submission to Finance:**

RPC approved September 6, 2023

**Funding Required for (date range):**

April 1, 2024 – March 31, 2025

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.)

Islands Trust Council [Strategic Plan 2018-2022](#). Objective: Strengthen Housing Affordability Throughout the Islands Trust Area. In June 2023, [Islands Trust Council amended the Strategic Plan](#) to:

- "Prioritize elements of the strategic plan that support land use decision making", and
- "Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment."

Strategic Actions 4.4 iii – 4.4 v within the Strategic Plan were refined in the RPC work program to include development of a Housing Options Strategy and Toolkit (subject of a different business case).

Regional Planning Committee Work Program: Strengthen housing affordability throughout the Islands Trust Area

[Islands Trust Policy Statement](#) Goal: To Sustain Island Character and Healthy Communities: "...The health of a community is influenced by numerous factors such as economic security, education, social support systems, the cleanliness and safety of the environment, and the availability of such necessities as educational and social services, transportation, affordable food and housing".

**ISSUE/OPPORTUNITY:** *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

Islands Trust Council declared that a housing equity and workforce shortage crisis exists on many islands and included strengthening housing affordability throughout the Islands Trust Area as a key objective in the existing [Strategic Plan](#). The declaration and strategic objective has guided numerous Trust Council and Local Trust Committee actions including the creation of a draft Housing Strategy and Housing Options Toolkit. The strategy and toolkit require resources to be implemented as most planning staff time allocated to the Regional Planning Team doing regional (long range) planning is further allocated to LTC projects.

**PROJECTED RESULTS/DELIVERABLES:** *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

The Housing Strategy and Housing Options Toolkit have numerous feasible deliverables including: but not limited to: refining the suitable land analysis, developing tools to help NGOs with affordable housing applications, hosting regional roundtables, developing communication and advocacy materials. All of these materials help elected officials to strengthen housing affordability throughout the Islands Trust Area as per the Strategic Plan.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

Minimal to no resources will be applied to addressing the housing equity and workforce shortage crisis.

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

**Option 1: Do Nothing**

- Benefits – no cost.
- Risks – minimal to no resources applied to addressing the housing equity and workforce shortage crisis
- Financial implications – none
- Resource requirements – none
- Other implications- lack of resources would cause staff to focus on other resourced projects/activities

**Option 2: Request a \$30,000 Placeholder**

- Benefits – Allocates funding to address the housing crisis
- Risks – assumes advancement and eventual endorsement of a Housing Strategy and part 2 of the Housing Options Toolkit
- Financial implications – \$30,000
- Resource requirements – tbd

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| <ul style="list-style-type: none"> <li>Other implications- deepen cooperation with various local housing groups trying to address housing crisis</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>CRITICAL SUCCESS FACTORS:</b> <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></p> <p>Dedicated resources will help advance a Housing Strategy and more tools in the Housing Options Toolkit.</p>                                                                                                                                                                     |
| <p><b>RECOMMENDED OPTION:</b> <i>(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)</i></p> <p>Request a \$30,000 placeholder to advance a Housing Strategy and more tools in the Housing Options Toolkit.</p>                                                                                                                                                                                                                                                                                                                 |
| <p><b>COST/BENEFIT ANALYSIS:</b> <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></p> <p><u>Quantitative:</u><br/>\$30,000</p> <p><u>Qualitative:</u><br/>Cooperation with local housing groups and other partners working to address the housing crisis.</p>                                                                                                                                |
| <p><b>PURCHASING PROCEDURE:</b> <i>(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.)</i></p> <p>As per Procurement policies.</p>                                                                                                                                                                            |
| <p><b>PROPOSED IMPLEMENTATION STRATEGY:</b> <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></p> <p>April 1, 2024 – March 31, 2025</p>                                                                                                                                                                                                                                                                                                                         |
| <p><b>STAFF RESOURCING:</b> <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></p> <p>Staff have had much success in drafting a Housing Strategy and Housing Options Toolkit due to resources that were made available. Those resources have been significantly reduced and the strategy and toolkit need endorsement and resources to be implemented.</p> |
| <p><b>CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:</b> <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></p> <p>The draft Housing Strategy and Housing Options Toolkit have been created to ensure addressing the mandate; however, communications may need to show evidence of this.</p> <p>Change management may also include engagement with partners also seeking to address the housing crisis.</p>       |

**Requested by** (Committee or Business unit): Regional Planning Committee

**Prepared by** (name, title)/date: Stefan Cermak, Director, Planning Services / August 30, 2023



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

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

| TO BE COMPLETED BY INITIATOR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <b>Initiated by (name, title):</b><br><br>Information Systems                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Budget Source</b> (select all that apply):<br><br><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)<br><input checked="" type="checkbox"/> Third Party Contractors<br><input type="checkbox"/> Staff Travel Expense<br><input type="checkbox"/> Staff Overtime Expense<br><input type="checkbox"/> New Staff Member – Temporary for project<br><input type="checkbox"/> Computer Hardware/Software<br><br><input type="checkbox"/> <b>Furniture &amp; Equipment</b><br><br><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b><br><br><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)<br><input type="checkbox"/> Permanent<br><input type="checkbox"/> Temporary<br>Temp Duration: _____<br><br><input checked="" type="checkbox"/> <b>Other – please describe:</b> ____Data Acquisition____ |
| <b>Business Area:</b><br><br>Administrative Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Name of Request:</b><br><br>Building Footprint Update<br><br><b>\$10,000</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Date of Funding Request Submission: 7/24/2023</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Funding Required for 2025): Dataset assessment and implementation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p>This request is to fund the updating of building location information data for the Islands Trust. This will be achieved by hiring an out side contractor to interpret the most recent orthophoto data and to subsequently create a new dataset.</p> <p>The building footprint dataset for the Islands Trust was acquired through an outsourcing contract in 2017, utilizing photo interpretation of 2016 orthophotos. However, with over seven years elapsed since its acquisition and the greatest amount of development experienced within the Trust Area, the dataset has become outdated, presenting potential obstacles for the Islands Trust Conservancy (ITC) and Planning Services (PS) in their efforts to assess land development pressures and address prevailing conservation challenges.</p> <p>By updating the building footprint dataset, the Islands Trust can realize a valuable opportunity to:</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

**Improve Decision-Making**

Up-to-date and accurate data will enable the ITC to make more informed decisions regarding, conservation strategies, and property management and acquisitions, and enable local trust committees to make more informed land use planning decisions. The dataset will facilitate evidence-based analysis.

**Enhance Conservation Efforts**

The ITC, responsible for conservation initiatives, can leverage current and reliable data to identify conservation priorities, identify potential impacts on conservation areas from built infrastructure and effectively monitor changes in the natural and developed landscape. Ultimately, timely data will bolster the ITCs efforts in safeguarding the region's biodiversity and ecosystems and can assist in conservation priority area modelling.

**Streamline Land-use Planning**

Local trust committees tasked with land-use planning, will benefit from the updated dataset by having a comprehensive and accurate representation of the built environment. This will aid in identifying suitable development areas, managing growth, and ensuring responsible land use practices.

This initiative aligns with several Islands Trust Council strategic objectives, including:

**Ecosystem Preservation and Protection**

Updating the building footprint dataset will support the Trust Council's strategic goal of fostering ecosystem preservation and protection within the Trust Areas. By obtaining accurate and current data on the built environment in relation to ecosystems, the Trust can identify ecologically significant areas and implement targeted conservation efforts to safeguard these delicate ecosystems.

**Compatible Human Activity and Development**

The initiative to update the building footprint dataset directly aligns with the strategic objective of ensuring that human activity and the scale, rate, and type of development within the Trust Area are compatible with the integrity of Trust Area ecosystems. The dataset will provide essential information to assess the impact of human activities and development on the environment, helping to guide responsible land-use planning and decision-making.

**Sustaining Island Character and Healthy Communities**

Maintaining the accuracy and relevance of the building footprint dataset is vital for sustaining island character and promoting healthy communities. The data will enable the Trust to make informed decisions about land-use planning and development that preserve the unique character of the islands and support the well-being of the communities residing within the Trust Areas.

**PROJECTED RESULTS/DELIVERABLES:**

The primary deliverable of the project will be an updated and comprehensive building footprint dataset that accurately reflects the current state of building footprints across the Trust Area. This dataset will include information on building locations, sizes, types, and other relevant attributes.

In addition, the acquisition will result in the following significant outcomes and deliverables:

**Improved Accuracy and Relevance**

The Trust will receive an updated dataset with accurate and current information, enhancing the accuracy and relevance of land development assessments and evaluations of environmental conditions.

**Data-Driven Decision-Making**

Decision-makers within the Islands Trust, including the Islands Trust Conservancy Board and local trust committees, will have reliable data at their disposal, leading to data-driven decision-making processes that guide sustainable development, conservation endeavors, and property management strategies.

#### **Demonstrated Commitment to Sustainability**

Successfully completing the project and utilizing the updated dataset will demonstrate the Trust's commitment to sustainability, data-driven approaches, and informed decision-making, reaffirming its dedication to preserving natural resources and promoting community well-being.

#### **RISK ASSESSMENT:**

| <b>Risks</b>                                                                                                   | <b>Impact</b>                | <b>Mitigation</b>                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Budgetary limitations or insufficient resources, potentially impacting the dataset's scope and quality.        | <b>High</b><br>Medium<br>Low | Conduct a comprehensive budget analysis and secure adequate funding.                                                                                                                                                                                           |
| Unforeseen challenges or complications may cause delays in completing the project within the planned timeline. | High<br>Medium<br><b>Low</b> | Develop a realistic project schedule with buffer periods for potential delays. Regularly monitor progress and implement agile project management practices to address issues promptly.                                                                         |
| Inaccurate or incomplete data sources may result in inconsistencies and errors in the updated dataset.         | High<br>Medium<br><b>Low</b> | Establish data quality assurance processes to verify and validate data sources. Identify and document data gaps, and explore additional data sources or alternative methods to fill missing information. Clearly communicate data limitations to stakeholders. |
|                                                                                                                |                              |                                                                                                                                                                                                                                                                |

#### **ALTERNATIVES CONSIDERED:**

##### **Option 1 – Do nothing:**

**Benefits:** No immediate financial or resource investment required, and no disruption to ongoing operations.

**Risks:** Outdated dataset hinders decision-making, potentially leading to suboptimal property management and missed conservation opportunities.

**Financial Implications:** No immediate cost, but long-term costs from missed opportunities and less efficient decision-making.

**Resource Requirements:** No additional resources needed for dataset updates.

**Other Implications:** Challenges in meeting strategic objectives and possible stakeholder dissatisfaction.

##### **Option 2 – In-House Interpretation**

**Benefits:** Complete control over the process and potential cost savings.

**Risks:** Requires expertise, and significant upfront investments in specialized software and training.

**Financial Implications:** Initial investment in technology, training, and personnel.

**Resource Requirements:** Training personnel and investing in software.

**Other Implications:** Increased data quality control.

##### **Option 3 – Contracted Interpretation Services**

**Benefits:** Outsourcing to a specialized data service provider offers access to expert skills and technology without the need for in-house expertise and capital investment.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <p><b>Risks:</b> Reliance on an external provider may lead to potential delays or miscommunications if expectations are not met.</p> <p><b>Financial Implications:</b> The estimated cost for the contracted service is <b>\$10,000</b>, based on 2017 project costs.</p> <p><b>Resource Requirements:</b> Minimal internal resources needed for project management and communication with the service provider.</p> <p><b>Other Implications:</b> Faster project implementation due to expertise.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>CRITICAL SUCCESS FACTORS:</b></p> <p><b>Data Availability</b><br/>The availability of recent and reliable data sources, including the acquisition of 2024 orthophotos, is a critical success factor for ensuring that the building footprint dataset accurately reflects the current state of the Trust Area. The inclusion of budget allocation for 2024 orthophoto acquisition is vital to address the data gap resulting from the skipped 2023 orthophotos. Without this allocation, decision-makers may continue to rely on outdated information, potentially leading to incorrect planning and conservation decisions.</p> <p><b>Technical Expertise:</b> Adequate technical expertise in geospatial analysis, remote sensing, and data interpretation is a success factor to ensure accurate processing and mapping of building footprints. Without the necessary expertise, the risk of errors in data interpretation and mapping increases, compromising the dataset's reliability and utility.</p> <p><b>Budget Allocation</b><br/>Sufficient budget allocation is critical for undertaking the data acquisition and interpretation. Without timely data acquisition and allocation of sufficient budget, the project may face further delays which could impact the Trust's ability to achieve its strategic objectives.</p> |
| <p><b>RECOMMENDED OPTION:</b></p> <p>Staff recommend <b>Option 3 - Contracted Interpretation Services</b></p> <p>This recommendation is based on several factors:</p> <p><b>Access to Specialized Expertise</b><br/>Option 3 allows the Islands Trust to tap into the expertise of a specialized data service provider with experience in geospatial analysis and remote sensing. This ensures accurate and reliable data interpretation, enhancing the dataset's quality and usability.</p> <p><b>Faster Project Implementation</b><br/>Leveraging the external provider's proficiency expedites the project's implementation. This timely data acquisition is critical to avoid further data gaps and maintain the dataset's relevance.</p> <p><b>Flexibility and Customization</b><br/>Contracted services offer flexibility to tailor the data acquisition and interpretation process to meet the Trust's unique needs and objectives. The dataset can be customized to align precisely with the organization's conservation and planning requirements.</p> <p><b>Potential Stakeholder Trust Enhancement:</b> Engaging with a reputable external data provider may enhance stakeholder trust and confidence in the accuracy and reliability of the updated dataset.</p>                                                                 |
| <p><b>COST/BENEFIT ANALYSIS:</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

Ultimately, the Trust's ability to achieve its strategic objectives of ecosystem preservation, compatible development, and sustaining island character and healthy communities hinges on making a well-informed decision that appropriately considers both the tangible and intangible aspects of the initiative. While the financial cost of contracted services is quantifiable and budgeted, it is essential to assess the potential savings and the added value of specialized expertise and timely data acquisition. Qualitative aspects, such as the quality of the dataset and stakeholder satisfaction, also play a significant role in ensuring the project's overall success.

### **Quantitative Considerations**

#### **Financial Costs**

The contracted interpretation services, as mentioned in Option 3, will incur a specific financial cost estimated at \$10,000. This cost includes the contracted service provider's fees for data processing, and interpretation. The financial investment is a direct expenditure that needs to be budgeted for within the Trust's financial planning.

#### **Financial Benefits (Savings)**

Quantifiable benefits can arise from the contracted interpretation services. By outsourcing the data acquisition and interpretation, the Trust can avoid significant upfront capital investments in technology, specialized personnel training, which could amount to a considerably higher cost if the work were done in-house. Additionally, the contract may provide cost certainty, ensuring that the project is completed within the agreed budget.

### **Qualitative Considerations**

#### **Non-Quantifiable Costs**

Some non-quantifiable costs associated with contracted interpretation services may include potential delays or miscommunications in the collaboration with the external service provider. If the provider's deliverables do not meet the Trust's expectations, revisions or further engagements may be required, leading to intangible costs in terms of time and effort. Ensuring effective communication and a clear understanding of project expectations are crucial to mitigating such risks.

#### **Non-Quantifiable Benefits**

Engaging contracted interpretation services can offer several non-quantifiable benefits. Access to specialized expertise enhances the accuracy and reliability of the dataset, contributing to improved decision-making for the Trust's conservation and planning efforts. The external provider's cutting-edge technology and resources can lead to a higher-quality dataset that better supports the organization's strategic goals. Additionally, the ability to expedite the project timeline through the provider's expertise can have intangible benefits in terms of timely data availability.

### **PURCHASING PROCEDURE:**

The initiative to contract interpretation services for updating the building footprint dataset will require a Request for Proposal (RFP) purchasing process. Here's how the RFP process will support this initiative:

#### **Drafting the RFP**

The Islands Trust will prepare a detailed RFP document outlining the project's objectives, scope of work, technical requirements, deliverables, timeline, evaluation criteria, and any other relevant information.

#### **Advertising the RFP**

The Trust will publish the RFP to invite interested service providers to submit their proposals. The RFP will be advertised on the Trust's website and BC Bid, to ensure a wide reach.

#### **Proposal Submission**

Service providers who are interested in participating will submit their proposals, which will include their proposed approach, methodology, team composition, relevant experience, and a breakdown of their costs.

#### **Evaluation Process**

The Trust will evaluate the received proposals based on predetermined criteria such as technical expertise, experience, cost, timeline, and the ability to meet project objectives. An evaluation committee or team will be appointed to review and score the proposals.

#### **Vendor Selection**

After the evaluation process, the Trust will select the most qualified and suitable vendor based on the RFP's evaluation criteria.

#### **Contract Negotiation**

Once the preferred vendor is selected, the Trust will enter into negotiations with the vendor to finalize the contract terms, including the scope of work, timeline, deliverables, and the agreed-upon cost.

#### **Contract Award**

After successful negotiations, the contract will be awarded to the selected vendor. The service contract will define the terms and conditions of the project.

#### **Project Execution**

With the service contract in place, the selected vendor will commence the data acquisition and interpretation process in accordance with the agreed-upon timeline and deliverables.

By employing the RFP purchasing process, the Islands Trust can ensure a fair and competitive selection of a qualified vendor with the expertise necessary to update the building footprint dataset accurately and efficiently. The RFP process allows for transparency, openness, and the opportunity to choose the best-suited provider for the project's success.

#### **PROPOSED IMPLEMENTATION STRATEGY:**

The timeline for the roll-out of the recommended solution will vary depending on the duration of each phase of the RFP process. However, a tentative timeline could be as follows:

- **Planning and Preparation (May – September 2024)**  
In the months leading up to the completion of the 2024 orthophoto acquisition project, typically in September, the Islands Trust will conduct detailed planning and preparation for the contracted interpretation services. This includes finalizing the scope of work, budget allocation, and outlining the requirements for the RFP.
- **Vendor Selection and Contract Negotiation (September 2024)**
- **Project Commencement and Data Collation (October 2024)**
- **Data Interpretation and Processing (November 2024)**

Considering the anticipated timeline, the initiative could potentially be completed by the end of the calendar year 2024, assuming a smooth and efficient execution of each phase.

**STAFF RESOURCING:**

To achieve success on this initiative, the following staff resources will be needed:

**Project Manager (Senior Staff)**

The Project Manager will be responsible for overseeing the entire initiative, coordinating with stakeholders, managing the RFP process, and liaising with the contracted interpretation services provider.

Estimated Hours: Approximately 10-20 hours (depending on the complexity of the RFP process and vendor selection).

**GIS Specialist (Technical Staff)**

The GIS Specialist will work closely with the Project Manager and the contracted service provider to ensure data compatibility, conduct quality assurance checks, and assist with data integration into the Trust's systems.

Estimated Hours: Approximately 10-20 hours (involvement throughout the data interpretation and processing phase).

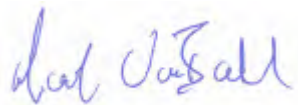
Total Estimated Staff Hours: 20 - 40 hours.

The estimated staff hours appear reasonable when assessed in conjunction with other work underway or planned. The initiative spans a duration of approximately 3 to 4 months, which allows for the allocation of staff time over a reasonable period.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

Concerns, if any, have been identified, and effective measures have been proposed to address them. Potential concerns related to workload, technical expertise, vendor selection, and stakeholder engagement will be managed proactively to ensure a successful outcome.

Overall, the proposed initiative is poised to achieve success in updating the building footprint dataset with current and accurate information, aligning with the Trust's strategic goals for ecosystem preservation, compatible development, and sustaining island character and healthy communities.



Initiator Name, Title

R Hotsenpiller, for

Reviewed by Department Lead: Stefan Cermak,  
Director Planning Services

July 24, 2023

Date

September 29, 2023

Date



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

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

**TO BE COMPLETED BY INITIATOR**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| <b>Initiated by (name, title):</b><br><br>Information Systems                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Budget Source</b> (select all that apply):<br><br><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)<br><input type="checkbox"/> Third Party Contractors<br><input type="checkbox"/> Staff Travel Expense<br><input type="checkbox"/> Staff Overtime Expense<br><input type="checkbox"/> New Staff Member – Temporary for project<br><input type="checkbox"/> Computer Hardware/Software<br><br><input type="checkbox"/> <b>Furniture &amp; Equipment</b><br><br><input checked="" type="checkbox"/> <b>Computer Hardware/Software/Supplies</b><br><br><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)<br><input type="checkbox"/> Permanent<br><input type="checkbox"/> Temporary<br>Temp Duration: _____<br><br><input type="checkbox"/> <b>Other – please describe:</b> _____ |
| <b>Business Area:</b><br><br>Administrative Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Name of Request:</b><br>Bylaw Portal Licensing and Implementation<br><br><b>\$90,000</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Date of Funding Request Submission:</b> 7/21/2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Funding Required for (date range):</b> From April 2023 onwards we are requesting an additional \$6,000 per year for annual license fees for operational software.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>ISSUE/OPPORTUNITY:</b><br><br>The Islands Trust currently utilizes a legacy in house developed web application referred to as Trust Area Property Information System (TAPIS). TAPIS serves as the sole repository and management console for all Islands Trust land use information, including Bylaw records. The Islands Trust first developed the software in 2003, with ongoing updates continuing till this day. This application, although central to Islands Trust information management, represents a series of technological challenges and limitations, including but not limited to; no online transaction capacity, no online application status tracking, limited integration of mapping, no online access from the field, and limited reporting capacity. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

In 2022 the Islands Trust was awarded a Government of British Columbia “Local Government Development Approvals Program” (LGDAP) grant to assist in improving public service delivery. For the Islands Trust the grant will assist in improving Islands Trust Regional Planning service delivery through the implementation of CityView software, transitioning from the legacy TAPIS application to an industry standard software suite in support of development application approvals.

Bylaw was originally included in the planned transition from TAPIS to CityView, but due to LGDAP grant restrictions this portion of the information system development application improvements project was dropped. **This proposal would fund the transition of Bylaw over to CityView, including a new information system and public accessible portal, resolving the technological challenges and limitations posed by TAPIS.**

While TAPIS has served as the central repository for all Islands Trust land use information and Bylaw records since 2003, it lacks essential features required for efficient public service delivery and information management. Some of the identified issues with TAPIS include:

**Lack of online transaction capacity**

The inability to process transactions online limits the convenience and accessibility for public stakeholders, hindering the timely processing of bylaw files.

**No online application status tracking**

Without a system for online file status tracking, applicants have no real-time visibility into the progress of their file, causing uncertainty and delays.

**Limited integration of mapping**

Geospatial data is crucial for land use planning and decision-making. The lack of robust mapping integration in TAPIS restricts the ability to visualize and analyse data effectively.

**No online access from the field**

Field staff and officials may face challenges accessing critical information in real-time, potentially impacting their ability to make informed decisions on-site.

**Limited reporting capacity**

Inadequate reporting capabilities hinder data analysis and make it challenging to generate valuable insights from the available information.

This initiative aligns with several strategic objectives of the Islands Trust Council, including:

**Technology Modernization**

The proposed initiatives aim to address the strategic goal of modernizing the Islands Trust's ability to regulate land use activity and work with others. By transitioning from the legacy TAPIS application to the CityView information management system, the Trust can significantly improve its ability to regulate land use activities effectively.

**Capacity Building and Training**

Provide training and capacity-building programs for Trust staff involved in land use regulation. Ensuring that personnel have the necessary skills and knowledge will improve their effectiveness in managing land use activities and working with others.

By implementing these strategies, the Islands Trust can modernize its land use regulation capabilities, ensure sustainable development, and foster effective collaboration with stakeholders, resulting in better bylaw enforcement outcomes and the overall well-being of the communities it serves.

Future Needs:

**Technological Upgrades**

The Trust needs modern and robust technology tools to manage the increasing volume of land use information effectively.

**Capacity Building**

The successful implementation of the new system will require appropriate training and capacity building for staff and stakeholders to utilize CityView to its fullest potential.

**Data Integration**

Seamless integration of data from various sources, including mapping and regional planning, is essential to ensure effective decision-making and improved land use regulation.

**PROJECTED RESULTS/DELIVERABLES:**

The projected results and deliverables of the initiative to transition the Bylaw component from the legacy TAPIS to CityView include:

**Enhanced Land Use Regulation System**

The implementation of CityView or a similar modern software suite will result in an enhanced land use regulation system for the Islands Trust. The new system will offer improved functionalities and capabilities, addressing the limitations of the current TAPIS application.

**Seamless Data Flow**

The integrated bylaw and local planning modules will enable seamless data flow between land use planning and bylaw enforcement activities. This means that information generated during the planning phase, such as development applications, will automatically be available for bylaw enforcement purposes and vice versa.

**Online Transaction Capacity**

The upgraded system will provide online transaction capacity, allowing stakeholders to process transactions online. This enhanced accessibility will streamline the bylaw process and improve convenience for applicants.

**Real-time Ticket Status Tracking**

The new system will include a feature for online infraction status tracking. Applicants and stakeholders will have real-time visibility into the progress of their files, reducing uncertainty and delays.

**Online Access from the Field**

Staff and officials will have the ability to access violation and development application information in real-time from the field. This feature will empower them to make informed decisions on-site, increasing operational efficiency.

**Expanded Reporting Capacity**

The upgraded system will offer expanded reporting capabilities, allowing for more comprehensive data analysis and generating valuable insights from the available information. This will support evidence-based decision-making.

**Public Accessible Portal**

The proposal includes the development of a public-accessible portal, providing community members with access to relevant land use information and Bylaw infraction files and records. This portal will promote transparency and community engagement.

**Improved Efficiency and Productivity**

The combination of online transaction processing, real-time infraction tracking, and enhanced reporting will lead to improved efficiency and productivity in the Trust's land use regulation processes.

**Long-term Sustainability**

The upgraded system's advanced capabilities and technology will position the Islands Trust for long-term sustainability in managing land use and bylaw activities, adapt to changing needs, and accommodate future growth and challenges.

**RISK ASSESSMENT:**

| <b>Risks</b>                                                                                                                                                                                                                                                                                                                      | <b>Impact</b>         | <b>Mitigation</b>                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Technical Challenges</b><br>Implementing a new software system, especially one with various integrated modules, can pose technical challenges during the transition phase. Data migration, system compatibility, and potential software bugs or glitches may arise, impacting the smooth functioning of the integrated system. | High<br>Medium<br>Low | <b>Pilot Testing and User Feedback</b><br>Conduct comprehensive pilot testing of the integrated system with a selected group of staff and stakeholders to identify and address technical challenges. Gathering user feedback during this phase will help refine the system before full deployment. |
| <b>Staff Training and Adoption</b><br>Ensuring that staff members are adequately trained and comfortable using the new integrated system is essential. Resistance to change or lack of proper training can lead to inefficiencies and reduced productivity during the initial stages of implementation.                           | High<br>Medium<br>Low | <b>Comprehensive Training Program</b><br>Develop a comprehensive training program to educate staff members on using the new integrated system effectively. Providing ongoing training and support will aid in the system's smooth adoption.                                                        |
| <b>Data Security and Privacy</b><br>With an integrated system handling sensitive land use and bylaw enforcement data, there is an increased risk of data breaches, unauthorized access, or potential privacy violations. Protecting confidential information and ensuring robust data security measures become critical.          | High<br>Medium<br>Low | <b>Data Security Measures</b><br>Implement robust data security protocols, such as encryption, and access controls.                                                                                                                                                                                |

|                                                                                                                                                                                                                                                              |                       |                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Cost Overruns:</b> Complex software integration projects can be subject to unexpected costs, such as additional customization or third-party integration requirements. Budget overruns could strain the financial resources allocated for the initiative. | High<br>Medium<br>Low | <b>Clear Project Scope and Contingency Planning</b><br>Define a clear project scope and have contingency plans in place for potential cost overruns or delays. Regular monitoring and reporting of project progress can help identify any deviations from the plan and take corrective action. |
|                                                                                                                                                                                                                                                              |                       |                                                                                                                                                                                                                                                                                                |

#### ALTERNATIVES CONSIDERED:

##### Option 1: Status Quo (Do Nothing)

**Benefits:** No immediate financial investment required, and minimal disruption to current operations.

**Risks:** Continued use of the outdated TAPIS system with its limitations, inefficiencies, and reduced community engagement due to outdated technology and limited online access.

**Financial Implications:** No direct financial costs, but potential missed opportunities for improvement.

**Resource Requirements:** No additional resources required although maintaining the legacy TAPIS system for bylaw enforcement while operating a new Cityview system for the rest of Planning Services and the Islands Trust Conservancy leads to inefficiencies which will increase over time as the legacy system is no longer maintained and the rest of the organization uses a different operating system, challenges for staff due to system limitations.

**Other Implications:** Hindered achievement of strategic objectives related to technology modernization, community engagement, and efficient land use regulation.

##### Option 2: Incremental Upgrade of TAPIS

**Benefits:** Lower initial financial investment, familiarity for staff, and gradual improvements to address some limitations.

**Risks:** Incremental approach may not fully resolve all technological challenges, and system may still lack essential functionalities.

**Financial Implications:** Lower initial costs than a full system replacement, but ongoing upgrades and maintenance may be required, which could potentially exceed the initial CityView implementation costs.

**Resource Requirements:** IT resources, developers, and staff training needed for upgrading the existing system.

**Other Implications:** May not fully address long-term needs, risking inadequate technology for future growth and challenges.

##### Option 3: Full System Replacement with CityView Bylaw Module

**Benefits:** State-of-the-art technology with comprehensive features for efficient land use regulation, seamless integration between planning and bylaw enforcement modules, improved community engagement through a public-accessible portal, and better data analysis capabilities.

**Risks:** High initial investment, potential technical challenges during implementation, and staff adaptation to the new system.

**Financial Implications:** Highest initial investment, but offers comprehensive solution and potential cost savings in the long run.

##### Cost Summary

|                                   |          |
|-----------------------------------|----------|
| Software Licenses & Subscriptions | \$24,000 |
| Implementation Services           | \$40,000 |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Information Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | \$2,500                 |
| Data Conversion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | \$10,000                |
| Training                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | \$7,500                 |
| CityView Annual Software Maintenance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | \$6,000                 |
| <b>Total</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Approx. \$90,000</b> |
| <p><b>Resource Requirements:</b> Substantial IS and Bylaw staff resources, and Bylaw staff training needed for a successful system replacement.</p> <p><b>Other Implications:</b> Aligns with strategic objectives, providing a modern, efficient, and user-friendly solution to address current and future land use management challenges.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                         |
| <p><b>CRITICAL SUCCESS FACTORS:</b></p> <p><b>Related Factors Identified:</b></p> <p><b>Stakeholder Engagement</b><br/>The active involvement and engagement of stakeholders, including staff, and the public, are critical for the successful implementation of the bylaw information system. Stakeholder input, feedback, and buy-in are essential to ensure the system meets their needs and expectations.</p> <p><b>Data Migration and Integration</b><br/>The smooth migration of data from the legacy TAPIS system to the new CityView and seamless integration with other modules such as Planning are crucial for data accuracy and system functionality.</p> <p><b>Comprehensive Training</b><br/>Adequate training for staff members on using the new system effectively is essential to maximize its benefits and ensure a smooth transition from the old system.</p> <p><b>Effective Change Management</b><br/>A well-structured change management strategy is necessary to address potential resistance to change and ensure a positive transition for staff and stakeholders.</p> <p><b>Timely Implementation</b><br/>Adhering to a realistic and achievable timeline for implementation is vital to avoid delays and cost overruns and potential disruptions to ongoing land use regulation processes.</p> <p>Among the identified factors, all are considered critical to the success of this initiative:</p> <p>Outcomes if Critical Success Factors are Not Met:</p> <p><b>Ineffective Use of the New System</b><br/>Without stakeholder engagement and buy-in, the new system may not be used to its full potential, resulting in suboptimal land use regulation processes and missed opportunities for improved efficiency.</p> <p><b>Data Inconsistencies and Inaccuracies</b><br/>If data migration and integration are not executed properly, the new system may lack essential historical data, leading to data inconsistencies and hindering informed decision-making.</p> <p><b>Reduced Efficiency</b></p> |                         |

Inadequate training for staff may lead to reduced efficiency in using the new system, resulting in longer processing times for Bylaw files and increased administrative burden.

### **Delayed Implementation**

If the initiative faces significant delays in implementation, the Islands Trust may continue to suffer from the limitations of the outdated TAPIS system, hindering progress towards strategic objectives.

In summary, meeting critical success factors, such as stakeholder engagement and comprehensive training is essential for the successful implementation and effective utilization of the bylaw information system. Failure to address these factors may lead to inefficient processes, data inconsistencies, and delayed progress, hindering the achievement of the strategic goals of the Islands Trust.

## **RECOMMENDED OPTION:**

Recommendation: Based on the evaluation of the options, the preferred choice is:

### **Option 3: Full System Replacement with CityView Bylaw Module**

#### **Summary of Reasons for Choosing Option 3**

#### **Comprehensive Solution**

Provides a comprehensive solution that addresses all the identified issues and limitations of the current legacy system. By opting for a full system replacement with CityView, the Islands Trust can overcome the technological challenges and limitations of the current TAPIS system.

#### **Immediate Benefits**

Integration with third-party applications can deliver near immediate benefits by adding functionalities or features that are not present in the current system. This approach can quickly address some of the identified technological challenges and limitations.

#### **Seamless Integration**

CityView is an industry-standard software suite, offering seamless integration of various modules, including the recently implemented planning module. This integration ensures a holistic view of land use information and fosters efficient decision-making and data analysis.

#### **Streamlined Processes**

The CityView Bylaw Module streamlines land use regulation processes, making them more efficient and less time-consuming. This streamlining results in improved community service delivery and better dispute resolution outcomes.

#### **Mitigating Risks**

While a full system replacement may pose some implementation challenges, the benefits of CityView's comprehensive features and seamless integration outweigh these risks. Adequate planning, staff training, and change management can mitigate potential obstacles.

In conclusion, Option 3, which involves a full system replacement with CityView Bylaw Module, offers the most optimal solution to address the identified issues and opportunities. The modernization of the land use regulation system, along with the integration of the Bylaw Module, ensures improved efficiency, data accuracy, and community engagement. By embracing this comprehensive approach, the Islands Trust can more

effectively regulate land use activities, protect ecosystems, and sustain healthy island communities in alignment with their strategic goals.

## **COST/BENEFIT ANALYSIS:**

### **Quantitative Considerations**

#### **Financial Costs**

##### **System Replacement Cost**

The implementation of the CityView Bylaw Module and integration with other modules will involve upfront costs, including licensing fees, software implementation, customization, and data migration. These costs should be carefully evaluated and budgeted for in the project plan.

|                                   |                 |
|-----------------------------------|-----------------|
| Software Licenses & Subscriptions | \$24,000        |
| Implementation Services           | \$40,000        |
| Information Services              | \$2,500         |
| Data Conversion                   | \$10,000        |
| <b>Total</b>                      | <b>\$76,500</b> |

##### **Training and Support**

The cost of providing comprehensive training to staff and stakeholders on the new system's functionalities and ongoing support should be factored into the budget.

|          |                |
|----------|----------------|
| Training | <b>\$7,500</b> |
|----------|----------------|

##### **Maintenance and Upgrades**

Ongoing costs related to system maintenance, updates, and potential upgrades should be considered. Ensuring the system remains up-to-date and compatible with future requirements is essential for long-term sustainability.

|                                      |                |
|--------------------------------------|----------------|
| CityView Annual Software Maintenance | <b>\$6,000</b> |
|--------------------------------------|----------------|

#### **Financial Benefits (Savings)**

##### **Efficiency Gains**

The CityView Bylaw Module's enhanced features and seamless integration can lead to improved efficiency in land use regulation processes. Streamlined workflows and automation may reduce administrative costs and save staff time.

#### **Qualitative Considerations**

##### **Non-Quantifiable Costs**

##### **Learning Curve**

Staff and stakeholders may require time to adapt to the new system, which could impact productivity during the initial transition period.

**Change Management**

The organization will need to invest in change management efforts to address resistance to change and ensure smooth adoption of the new system.

**Non-Quantifiable Benefits****Improved Decision-Making**

The CityView Bylaw Module's comprehensive data and reporting capabilities can empower decision-makers with better insights and data-driven information for strategic planning.

**Enhanced Collaboration**

Seamless integration with the planning module and other components can improve collaboration among various departments and external stakeholders, fostering more coordinated land use management efforts.

**Transparency and Accountability**

The new system can enhance transparency in land use decision-making and accountability for regulatory actions, leading to increased public trust in the organization.

**Better Community Engagement**

The public-accessible portal and online transaction capacity can facilitate better communication with the community, improving community engagement and feedback.

In summary, the quantitative considerations involve financial costs and benefits, with the initial investment being the main financial concern. On the other hand, qualitative considerations encompass non-quantifiable aspects such as the learning curve, change management efforts, and the potential for improved decision-making, collaboration, transparency, and community engagement. Balancing these quantitative and qualitative factors is crucial in making an informed decision about the full system replacement with the CityView Bylaw Module.

**PURCHASING PROCEDURE:**

The implementation of the CityView Bylaw Module will be directly awarded to the CityView software vendor due to their unique qualifications, seamless integration potential with the recently implemented planning module, time efficiency, risk mitigation, and cost-effectiveness.

**Unique Qualifications**

The selected vendor offering the CityView Bylaw Module possesses unique qualifications, technical expertise, and experience in delivering similar solutions in the industry. Their track record demonstrates successful implementations in other organizations, giving us confidence in their capabilities.

**Seamless Integration**

The CityView Bylaw Module aligns perfectly with the recently implemented planning module. Directly awarding the contract to the same vendor ensures seamless integration between the modules, enabling efficient data sharing and enhancing the overall functionality of the land use regulation system.

**Time Efficiency**

By opting for a direct award, we can expedite the procurement process and accelerate the implementation timeline. This approach reduces the need for lengthy competitive bidding processes and allows us to promptly capitalize on the benefits of the CityView Bylaw Module.

**Risk Mitigation**

Through the planning module procurement process we have assessed that the selected vendor is well-established, and has a proven track record of delivering reliable solutions. The direct award minimizes potential risks associated with selecting an unfamiliar vendor.

**Cost-Effectiveness**

The direct award approach also offers cost-effectiveness in terms of resource utilization and procurement expenses. By avoiding the costs associated with running a competitive bidding process, we can allocate resources more efficiently to the actual implementation.

**Minimal Disruptions**

By directly working with the same vendor that implemented the planning module, we expect minimal disruptions during the integration process. The vendor is already familiar with our organization's processes and data structures and can effectively align the Bylaw Module with our existing system.

In conclusion, the direct award procurement approach is the most appropriate choice for implementing the CityView Bylaw Module. The selected vendor's unique qualifications, seamless integration potential, time efficiency, risk mitigation, and cost-effectiveness collectively provide a compelling justification for this decision.

**PROPOSED IMPLEMENTATION STRATEGY:**

The roll-out of the recommended solution, which involves the full system replacement with the CityView Bylaw Module, will be executed in a phased approach to ensure smooth implementation and minimal disruptions. The specific features of the roll-out are as follows:

**Phase 1: Project Planning and Preparation**

- Define project scope, objectives, and deliverables.
- Appoint a project team and project manager.
- Initiate contract negotiations with the selected vendor.

**Phase 2: Workflow Review and Optimization:**

- Review existing workflows and processes related to land use regulation and bylaw enforcement.
- Identify areas for improvement and optimization to align with the new CityView Bylaw Module's functionalities.
- Engage relevant stakeholders and users to gather feedback and insights into workflow enhancement opportunities.

**Phase 3: System Configuration and Customization**

- Work with the vendor to configure the CityView Bylaw Module to meet the organization's specific needs.
- Customize the module to seamlessly integrate with the existing planning module and other relevant systems.
- Conduct thorough testing to ensure the module functions as intended.

**Phase 4: Training and User Acceptance Testing**

- Provide comprehensive training to staff members and stakeholders on using the CityView Bylaw Module effectively.
- Conduct user acceptance testing to validate the system's functionality and address any issues before the full deployment.

**Phase 5: Pilot Implementation**

- Implement the CityView Bylaw Module in a pilot environment with a selected group of users.
- Gather feedback and assess the module's performance and effectiveness during the pilot phase.

**Phase 6: Full System Deployment**

- Based on the feedback from the pilot phase, make any necessary adjustments to the module.
- Roll out the fully functional CityView Bylaw Module to all relevant departments and stakeholders.
- Monitor the system's performance and address any additional feedback or issues.

**Phase 7: Post-Implementation Support and Optimization**

- Provide ongoing support to users and address any post-implementation issues.
- Continuously optimize the system based on user feedback and evolving needs.

**Timeline and Anticipated Date of Completion**

The timeline for the roll-out of the recommended solution will be dependent on the complexity of system integration, data migration, and the customization required for the CityView Bylaw Module. However, based on preliminary estimates the anticipated date of completion for this initiative is approximately 4 to 6 months from the project initiation. It is important to note that this timeline is subject to adjustments based on unforeseen challenges, feedback from pilot implementation, and other factors that may impact the implementation process. Close monitoring and effective project management will be critical in adhering to the timeline and achieving a successful roll-out.

**STAFF RESOURCING:**

Staff Resources Needed for the Initiative

**Project Manager (Senior Management Level)**

- The project manager will oversee the entire implementation process, including planning, coordination, and monitoring.
- Hours Required: Approximately 20-30 hours throughout the project.

**Business Analyst (Mid-Level Staff)**

- The business analyst will support the needs assessment, gather requirements, and the workflow review and optimization stage.
- Hours Required: Approximately 20-30 hours throughout the project.

**IT Team (Technical Staff)**

- The IT team will be responsible for system security and network access.
- Hours Required: Approximately 5-10 hours throughout the project.

**User Representatives (End Users)**

- User representatives will participate in user acceptance testing, provide feedback, and validate system improvements.
- Hours Required: Approximately 10-20 hours each, varying based on participation.

Total Estimated Staff Hours: 55 - 90 hours.

**Assessment of Expected Staff Hours**

The estimated staff hours of required for this initiative appear reasonable when assessed in conjunction with other work underway or planned. While the project will demand a significant amount of staff time, the phased approach allows for a structured allocation of resources. Moreover, involving end users and stakeholders during the pilot and user testing stages ensures a collaborative effort, optimizing the use of staff resources.

## **CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

### **Concerns and Mitigation Strategies**

#### **Change Resistance**

The introduction of a new system and optimized workflows may encounter resistance from staff members accustomed to the existing processes. To address this concern, a comprehensive change management strategy will be developed. This strategy will include clear and consistent communication about the benefits of the CityView Bylaw Module, opportunities for staff involvement, and training programs to build staff confidence in using the new system.

#### **Training and Support**

Adequate training and support for staff and end-users will be vital to ensure a smooth transition to the new system. A comprehensive training program will be developed as part of the service contract to equip staff with the necessary skills to utilize the CityView Bylaw Module effectively. Ongoing support will be provided post-implementation to address any questions or challenges that may arise.

### **Communication and Collaboration Strategies**

#### **Collaborative Workshops and Feedback Sessions**

Collaborative workshops and feedback sessions will be organized to gather input from Bylaw staff. These sessions will provide a platform for open dialogue, allowing stakeholders to express their concerns and suggestions, and fostering a sense of ownership in the initiative.

#### **Regular Progress Updates**

Regular progress updates will be communicated to all stakeholders to keep them informed about the status of the implementation. This will include milestones achieved, any changes to the project plan, and upcoming activities. Transparent communication will foster trust and ensure that stakeholders are well-informed.

#### **Change Champions**

Identifying change champions within the organization who are enthusiastic about the initiative and can advocate for its benefits will be instrumental in overcoming resistance and promoting buy-in among staff members. These champions will serve as role models and provide support during the transition.

#### **Collaborative Decision-Making**

Encouraging collaborative decision-making among stakeholders will ensure that their perspectives are considered in the customization and configuration of the CityView Bylaw Module. Engaging stakeholders in decision-making will enhance their commitment to the success of the initiative.

### **Identification of Other Stakeholders**

In addition to the bylaw enforcement officers and administrative staff previously identified as stakeholders, the following groups may also be involved:

#### **IT Department**

The IT department will play a crucial role in system configuration, integration, and technical support.

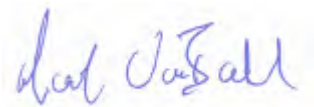
**Finance Department**

The finance department may be involved in budget and contract planning and financial approvals related to the initiative.

**Leadership Team**

The management team's support and buy-in will be critical for the success of the initiative.

An inclusive and well-coordinated approach to change management, communication, and collaboration will facilitate a smooth and successful implementation of the CityView Bylaw Module, fostering support among stakeholders and maximizing the benefits of the new system.



Initiator Name, Title

July 21, 2023

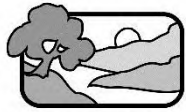
Date

Stefan Cermak, Director Planning Services

Reviewed by Department Lead: Name, Title

September 29, 2023

Date



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:**

**Salt Spring Office Relocation**

**\$ Value of Request (indicate by fiscal year and total if project is multi-year):**

**FY 2024/25 - \$210,000**

**Budget Source** (select all that apply):

- ☐ **Specific Project Funding** (select all that apply)
- ☒ Third Party Contractors
  - ☐ Staff Travel Expense
  - ☐ Staff Overtime Expense
  - ☐ New Staff Member – Temporary for project
  - ☐ Computer Hardware/Software

☒ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ **Permanent**

☐ **Temporary**

Temp Duration: \_\_\_\_\_

☐ **Other – please describe:** \_\_\_\_\_

**Date of Submission to Finance:**

**December 19, 2023**

**Updated January 17, 2024**

**Funding Required for (date range):**

**April 1, 2024-March 31, 2025**

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.)

- *Strategic Plan goal: effective, efficient, and collaborative governance.*
- *Governance Reviews: The February, 2022 Islands Trust Governance Review, and previous similar reviews, acknowledged benefits and challenges of the satellite office model and does not recommend any change to the location of an office on Salt Spring Island. The Governance Reviews note that maintaining the Salt Spring Office is in the best interest of serving approximately over one third of all Islands Trust residents. As such, staff have not explored any alternatives other than relocating the Salt Spring Island office elsewhere on Salt Spring Island.*

- *Islands Trust Governance Principles Policy 2.1.3 outlines the relevant values of Openness, Service Quality, Responsible Responsiveness, Community Involvement, and Inter-Agency Relations.*

**ISSUE/OPPORTUNITY:** *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

In July 2023, BC Hydro gave one year's notice that the Salt Spring Island office lease will be terminated effective July 24, 2024. Senior staff met in August 2023 and regularly since to develop and implement a work plan to address the issue. Staff established a list of preferences that a design/construction team used to help evaluate available spaces (see attachments).

As per the current Strategic Plan, Islands Trust Governance Principles Policy, and the Governance Reviews (most recent completed in 2022), staff considered various new office options including:

1. New construction,
2. Sharing workspace with other agencies,
3. Creating a small storefront presence (under 1,000 ft<sup>2</sup>),
4. **Finding a medium sized office space (1,000-2,000 ft<sup>2</sup>),**
5. Finding a full sized office (2,000 + ft<sup>2</sup>), or
6. Purchasing a building has been explored as of December 2023 although staff were monitoring the market since July 2023

New construction was not an option due to cost, timing, and borrowing limitations although some local commercial property owners expressed a desire to work with the Islands Trust to build a new space. A small storefront presence would permit a lean office space but did not meet the multitude of office needs (meeting space, document storage, server space, and the spatial needs of staff). Conversely, a large office space was no longer required due to increase in telework agreements and the lack of local housing options. Thus a medium or reduced office space has been sought (current office space is approximately 2,500 ft<sup>2</sup>).

A reality of the SSI real estate marketplace is that there are very limited available spaces that could accommodate commercial/office needs. Staff reached out to the provincial group responsible for supporting and managing real estate needs for the public service, local realty offices, and build-to-suit commercial marketers to explore various options. Staff also reached out to other governments and agencies on Salt Spring Island for partnership opportunities. Most agencies either did not have space at this time or a small amount of space could be available but was not accessible (ex: accessible by stairs only). One agency indicated that they intend to expand their space at a future date and would welcome partnering at that time but had no definitive timeline. One agency indicated that they lease office space from a private land owner who had vacant space adjoining them. Staff also followed up on properties listed for sale in the Ganges area. The one building that was feasible has an accepted purchase offer and is not available (two other buildings were for sale, one a restaurant with substantial renovation costs and the other a commercial building with substantial flood risk).

Only one preliminary assessment of a singular site was available at time of drafting version 1 of this business case. Since then staff identified three potential sites – none of which are office spaces and all require renovations. One site has since been deemed unavailable in the required time frame thus leaving two potential medium size office leases, one of which was in the original cost assessment.

A design/contract professional provided a refined site and office assessment of the two options on January 16, 2024. While the two options are quite different in terms of what they offer, they both have an estimated design/renovation cost of \$250,000-\$300,000. Site 1 (the original site) costs increased due to their being no plumbing of any sort in the potential lease space. The site has also been found to be smaller than previously thought and resolving the issue of lacking plumbing means that that cost would require leasing additional space in the building where plumbing and adequate space is available.

Site 2's most significant issues are that the HVAC system that supports other units in the building is not connected to the part of the building under consideration. Ventilation is also limited. It is one large open plan with no private or semiprivate meeting space. The budget for Site 2 accounts for incorporation of these deficiencies.

The design/renovation cost estimates were based on an average finish level, meeting current building code standards, and the listed preferences. Staff discussion with the assessors indicated that total costs could decrease with compromises. Staff currently assess that the site 2, which is downtown and very close to the existing CRD office, provides the greatest opportunity and costs can be minimized by limiting construction of private meeting or office space (ex: one private office to permit private land owner or sensitive elected official discussions). Other conference room meeting spaces may be available in the downtown core with sufficient event planning. The impact of not having ventilation or an HVAC system may need further investigation.

**PROJECTED RESULTS/DELIVERABLES:** *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

Approving the business case would facilitate the move of the Salt Spring office and meet Strategic Plan goals of effective, efficient, and collaborative governance. Moreover, facilitating the move of the Salt Spring Office meets the 2022 Governance Review to provide service to Salt Spring Island.

Ensuring a smooth transition to a new office space will ensure local trustees are able to meet directly with staff, meet with the public, and ensure face to face communication between staff and the public. Salt Spring office has the highest "foot traffic" amongst all offices and many public members prefer face to face interactions. A new downtown space is anticipated to increase this service due to convenient location near the CRD office and other institutes.

There is a hard deadline to be out of the existing office. Renovations are expected to take 2-3 months. Existing tenants require at least 1 month notice to vacate and the RFP process will take approximately 6 weeks. With these time constraints, the RFP needs to be awarded as early in the fiscal period as possible.

Site 2, if selected, will demonstrate a commitment to an increased level of access and service to the public with higher visibility in the downtown core and proximity to other institutions – especially the CRD. Renovation costs are high, as they are throughout the industry, and can be limited with careful consideration. Hence, staff are not requesting an increased amount from \$210,000 to the new estimated \$250,000-\$300,000 although the breakdown of the costs may change.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks.)*

**Timing.** The current office space must be vacated by July 2024. There are no office spaces available to simply move into. All options require renovations. Renovations are expensive and will take time. Delayed political support will impact service to the public and greatly impact staffs work environment. Further risks are identified in the options listed below.

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

**Option 1: Do nothing**

- Benefits – reduced budget expenditure on office leases.

- Risks – poor governance, no office for public members to engage with staff or elected officials, no server location, no staff interactions, no filing storage location
- Financial implications – reduced lease costs; costs associated with disposal of office furniture; alternate space required for storage of records; alternate space required for elected officials to work and meet with the public and staff (as per [Policy 7.4.4](#)); substantial increase in staff travel costs for meetings and site visits; possible severance pay if office location is terminated and staff cannot be accommodated to work elsewhere.
- Other implications- busiest Islands Trust office (amount of “foot traffic” or in office meetings with the public) in terms of public serviced in person); loss of local employment on Salt Spring Island, governance impacts, organizational impacts.

#### **Option 2: Fund Relocation Costs (\$210,000)**

- Benefits – Keeps office open on Salt Spring Island; ensures office meets minimal operational requirements
- Risks – Governance wants versus operational needs. Relocating offices will be expensive and will be challenging for some elected officials to accept despite staff being required to be as fiscally prudent and responsible as possible; Evolving workplace needs – Salt Spring Island staff are increasingly traveling from off island thus reducing the total office space required – the risk is finding the right balance of decreasing office space while still meeting the need of the local population.
- Financial implications – Significant. Rare (one time costs).
- Resource requirements – Substantial staff time is required to relocate.
- Other implications- opportunity to implement progressive shared work spaces and to create a new meeting/shared space available to the public.

#### **Option 3: Fund [lesser] Relocation Costs (\$to be determined)**

- Benefits – Reduced relocation costs
- Risks – extremely limited options available; no evidence available to reduce costs while meeting needs; reducing costs to current option will lead to a poor work environment for staff, poor meeting space for elected officials; and even possible decreased job satisfaction and performance; reducing upfront costs will likely lead to requests for future office improvement costs
- Financial implications – reduce initial relocations costs; likely future relocation related costs at a more expensive rate
- Resource requirements – same as option 2
- Other implications- same as option 2

**CRITICAL SUCCESS FACTORS:** *(What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

- Political championship to meet the need to move the Salt Spring Office. Moving the Salt Spring Office is an operational issue. However, this particular business case has become a political issue. With time constraints and real staff and community impacts, the business case would benefit from political support.
- Timely issuance of RFP to secure design and reconstruction office space
- Timely receipt of a Building Permit
- Communications. Site 2 would mean not renewing the month to month lease for the existing business. It is likely that various community members will voice objection to the perceived eviction of a local business in favour of the Islands Trust. Communication support will be requested.
- A contingency plan is being drafted if time runs out and no lease space has been secured by the time the existing lease is terminated.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

**Option 2.**

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative:

- Design and Renovation: \$174,200
- Moving and Storage: \$5,000
- Information Services:
- Single move: \$10,800 (\$13,200 if needing to move, store, and move again)
- Cleaning of old office: \$3,000
- Appliances: \$2,000
- Furniture Replacement: \$5,000
- Contingency: \$10,000

**Total: \$210,000**

Qualitative:

The Salt Spring Office of the Islands Trust seeks to maintain a safe and accessible space for staff, members of the public, and elected officials. This includes making sure that people, information, and property are as safe and accessible as possible. We seek to provide a high quality of service, and ensure that service levels are minimally disrupted to the greatest extent feasible within the bounds of employee and public safety.

Minimum office needs are shown in the attachments.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (i.e.: external competition, government-restricted internal competition, etc.)*

As per procurement policies.

**PROPOSED IMPLEMENTATION STRATEGY:** *(What are the specific features of the “roll-out” of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

- **Needs Assessment:** Staff have been engaged in a needs assessment (ensuring community, staff, and elected official need are met) while implementing a modernized workforce structure such as sharing office spaces to reduce overall spatial needs.
- **Options Identification:** Staff have contacted real estate agents to help locate new office locations including possible site purchases. Staff have also reached out to known Ganges property owners and properties listed for sale in the Ganges area for possible lease opportunities. Staff have been in discussion with other agencies such as the CRD, NSSWD and SD64. Staff have had advanced discussions with one existing property owner who has available space.
- **Options Assessment:** There are currently two feasible leasing opportunities.
- **Decision.** A decision on location is expected by January 2024 (site 2 is preferred).
- An RFP for design and renovation: March 2024/ award April 2024
- Required office purchases in May –June 2024
- Move in by July 1, 2024
- Clean up old office space in July 2024.

**STAFF RESOURCING:** *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

*Relocating the Salt Spring office will require help from numerous sources:*

- *Relocation task force already formed (PS, IS, Admin Services, CAO) 2 hours/month*
- *Salt Spring staff: clear office of unnecessary documents and items (already slowly occurring); (1-2 hours/week)*
- *Information Services: remove information technology infrastructure (servers, Wi-Fi, etc.) and install in new location (2 days removal, 3 days installation, likely over weekend in June 2024)*
- *Finance/Legal: Negotiate lease agreement – especially factoring in likely required capital upgrades; guide procurement processes (8 - 16 hours)*
- *Project management and task execution (Planning Services) – includes moving details, office design, furnishings, etc.(80 hours)*
- *Communications (Trust Area Services) (12 hours)*

*Hour estimates are very rough estimates and may change based on Options Assessment.*

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, and involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

Staff expectations: There are currently two spaces that meet existing corporate needs. Ensuring a safe and accessible space will take priority thus staff expectations will need to be managed. This has already begun with clear communications and setting realistic expectations.

Communications: relocating the office will cause service disruptions. This should be able to be minimized to no greater than a week; however, clear communications will be required to the community about where the office is relocating to and to be patient with the process.

**Prepared by:** Stefan Cermak, Director Planning Services / January 17, 2024

**Reviewed by:** Russ Hotsenpiller, CAO / January 17, 2024

## Design/Contractor Evaluation of Needs Met

Site 1

### Location Requirements

|                                      |   |  |
|--------------------------------------|---|--|
| Within 300 m of a Major Road         | ✓ |  |
| Accessible Workspace                 | ✓ |  |
| Internet & Cellular Connectivity     | ✓ |  |
| Space for Server Room                | ✓ |  |
| Onsite or Nearby Parking             | ✓ |  |
| Access to Public Green Space (300 m) | ✓ |  |

### Interior Requirements

|                                   |   |                     |
|-----------------------------------|---|---------------------|
| Accessible Ground Floor Reception | ✓ |                     |
| Operable Windows                  | ✓ |                     |
| Heating                           | ✓ |                     |
| Air Conditioning                  | ✗ | Retrofit possible ✓ |
| Public Lobby                      | ✓ |                     |

### Workspace Requirements

|                          |   |                     |
|--------------------------|---|---------------------|
| Private Offices (4)      | ✓ |                     |
| Open Workspaces (5)      | ✓ |                     |
| Reception Desk           | ✗ | Retrofit possible ✓ |
| 8-Person Conference Room | ✗ | Retrofit possible ✓ |

### Employee Health & Safety Requirements

|                                |   |                        |
|--------------------------------|---|------------------------|
| Controlled Access to Workspace | ✓ |                        |
| Staff Washrooms                | ✗ | Retrofit Prohibitive ✗ |
| Solid Waste Management         | ✓ |                        |
| Kitchenette                    | ✗ | Retrofit Prohibitive ✗ |

### Other Requirements

|                               |   |                     |
|-------------------------------|---|---------------------|
| Employee Boot & Coat Storage  | ✗ | Retrofit possible ✓ |
| Basic Cleaning Supplies       | ✓ |                     |
| Public Washrooms - Accessible | ✓ |                     |

## Location Requirements

|                                      |   |                     |
|--------------------------------------|---|---------------------|
| Within 300 m of a Major Road         | ✓ |                     |
| Accessible Workspace                 | ✓ |                     |
| Internet & Cellular Connectivity     | ✓ |                     |
| Space for Server Room                | ✗ | Retrofit possible ✓ |
| Onsite or Nearby Parking             | ✓ |                     |
| Access to Public Green Space (300 m) | ✓ |                     |

## Interior Requirements

|                                   |                               |                     |
|-----------------------------------|-------------------------------|---------------------|
| Accessible Ground Floor Reception | ✓                             |                     |
| Operable Windows                  | Overhead Door, But No Windows | Retrofit possible ✓ |
| Heating                           | ✓                             |                     |
| Air Conditioning                  | ✗                             | Retrofit possible ✓ |
| Public Lobby                      | ✓ Open Space                  |                     |

## Workspace Requirements

|                          |   |                     |
|--------------------------|---|---------------------|
| Private Offices (4)      | ✗ | Retrofit possible ✓ |
| Open Workspaces (5)      | ✓ |                     |
| Reception Desk           | ✓ |                     |
| 8-Person Conference Room | ✗ | Retrofit possible ✓ |

## Employee Health & Safety Requirements

|                                |                             |                       |
|--------------------------------|-----------------------------|-----------------------|
| Controlled Access to Workspace | ✓                           |                       |
| Staff Washrooms                | Present, But Not Accessible | Renovation Required ✓ |
| Solid Waste Management         | ✓                           |                       |
| Kitchenette                    | ✓                           |                       |

## Other Requirements

|                               |   |  |
|-------------------------------|---|--|
| Employee Boot & Coat Storage  | ✓ |  |
| Basic Cleaning Supplies       | ✓ |  |
|                               |   |  |
| Public Washrooms - Accessible | ✗ |  |

# BRIEFING

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**To:** Financial Planning Committee      **For the Meeting of:** October 18, 2023  
**From:** Executive Committee      **Date Prepared:** October 13, 2023  
**SUBJECT:** Microsoft 365 Upgrade

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## PURPOSE:

To communicate the proposed budget allocation for the Microsoft 365 (MS 365) upgrade. The update to Microsoft 365 totals \$120,500 in the draft 2024/25 budget. This amount consists of the following:

- \$34,000 for software licensing annual subscription for 70 seats (included in the Software Support and Licensing budget line)
- \$28,500 for contracted technical support to prepare servers for the installation (included in the Hardware expense budget line)
- \$27,500 for new laptop computers as many laptops currently in use will not support MS 365 (included in the Hardware expense budget line)
- \$30,500 for new desktop computers as current desktops will not support MS 365 (included in the Hardware expense budget line).

## BACKGROUND AND ANALYSIS:

Our objective is to ensure that this strategic investment aligns seamlessly with our organization's transition from Windows 10 to Windows 11, addresses the impending end of life for Office 2016 and Office 2019, and supports our critical IT infrastructure, such as roaming profiles, shared office spaces, and remote work capabilities. This analysis will not only evaluate the cost implications but also underscore the necessity of upgrading to MS 365 E3 to maintain full local control of Group Security Policy, safeguard our environment from unplanned updates, and enhance endpoint security while optimizing the overall budget allocation for our IT needs.

Accordingly, in the upcoming fiscal year (2024/25), we are planning a significant migration from our current Windows 10 desktop environment to Windows 11. It is crucial to note that extended support for both Windows 10 and Office 2016 is scheduled to end on October 13, 2025. Additionally, the only current office package available besides Office 2016, Office 2019, is also reaching its end of life at the same time. Therefore, it is imperative that we upgrade our workspace next fiscal year in order to ensure a functioning and fully supported work environment in time for the planned End of Life (EOL) of these products. Given the circumstances, transitioning to MS 365 is the most practical and necessary choice.

The MS 365 license matrix is notably complex, and we have meticulously reviewed the various licensing levels to identify the most cost-effective solution that meets Islands Trust's specific needs. After careful consideration, we have selected MS 365 E3 for several compelling reasons, which are explored below.

- Our user environment relies on a roaming profile configuration, allowing any staff member to log into any Islands Trust computer within our offices and access their personalized desktop profile. This

includes preferred custom desktop settings, browser bookmarks, printer configurations, network access, and more. This flexibility is of utmost importance to accommodate our diverse workforce.

- This configuration also supports our current office sharing scenario, where multiple staff members share offices and connect to common workstations. Each worker benefits from a custom account profile on whichever computer they connect to. In cases of computer issues or replacements, a seamless transition is achieved by simply logging out of one laptop and into another, with no further setup required.
- We utilize a Terminal Server farm that enables remote work for staff working from home or traveling. This setup grants full access to files, applications, and other essential resources. To maintain this setup and address security concerns, it is imperative to have the license capabilities included in the MS 365 E3 license. This level of licensing provides full local control of Group Security Policy for Office apps, which is mandatory for our workspace. It serves as a critical transition point from Microsoft controlling local configurations, ensuring that we retain control over critical aspects of our IT environment. Without this level of control, Microsoft would have the authority to install patches, modify computer configurations during updates, and introduce applications without our consent, which is not aligned with our requirements.

As demonstrated in a recent Islands Trust test case, Microsoft's updates can have unintended consequences. In this instance, Microsoft automatically enabled "OneDrive," a feature that allows simultaneous storage of files on the local computer and in Microsoft's cloud storage. However, the syncing process unintentionally transferred ownership and control of files from our local user to the cloud storage, causing significant disruption. Reverting this change required a time-consuming process involving data backup, removal, reconfiguration, and restoration, highlighting the importance of maintaining control over our environment.

One notable benefit of the MS 365 E3 suite that will help offset some of the annual costs is the endpoint security it provides for workstations. This will allow us to discontinue some of our Trend Micro licenses, reducing the annual cost of the Trend package by approximately \$3,000.00. Looking ahead, there are potential opportunities to further leverage the robust features within MS 365, particularly Microsoft Teams in the future. Teams, as the Microsoft alternative to Zoom Meetings and phones, not only offers video conferencing capabilities and a desktop phone alternative but also serves as a comprehensive collaboration platform. As we explore the full spectrum of its functionalities, including document sharing, real-time collaboration, integrated workflows, and communication tools, we anticipate increased productivity and streamlined operations. Furthermore, Teams seamlessly integrates with other MS 365 applications, creating synergies that could potentially reduce our reliance on additional software solutions. While the transition from Zoom Meetings and phones to Teams is not feasible in the immediate future due mainly due to the addition cost of \$12,000 per year plus a one time \$10,000 cost for the transition from Teams to Zoom. As with any other technological option however this will be considered as a potential option in future reviews and will remain a potential option.

## **CONCLUSION:**

This is essentially an unavoidable cost of doing business and what is proposed is the best solution available. The MS 365 E3 license aligns with our organization's specific needs and provides the necessary control over our IT environment while ensuring full support for our upcoming transition to Windows 11 and the end of life for Office 2016 and Office 2019. This investment is essential to maintain our operational efficiency, security, and flexibility.

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**Prepared By:** Mark van Bakel, Senior Technical Analyst  
**Reviewed By:** D Beeston, R Hotsenpilller



**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**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Initiated by (name, title):</b></p> <p>Mark van Bakel<br/>Senior Technical Analyst<br/>Information Systems</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p><b>Budget Source</b> (select all that apply):</p> <p><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <p><input type="checkbox"/> Third Party Contractors</p> <p><input type="checkbox"/> Staff Travel Expense</p> <p><input type="checkbox"/> Staff Overtime Expense</p> <p><input type="checkbox"/> New Staff Member – Temporary for project</p> <p><input type="checkbox"/> Computer Hardware/Software</p> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <p><input checked="" type="checkbox"/> <b>Permanent</b></p> <p><input type="checkbox"/> <b>Temporary</b></p> <p>Temp Duration: _____</p> <p><input type="checkbox"/> <b>Other – please describe:</b> _____</p> |
| <p><b>Business Area:</b></p> <p>Administrative Services</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>Name of Request:</b></p> <p>GIS Coordinator – 1.0 FTE</p> <p>Salary and benefits \$ 90, 000 for 10 months (June 1, 2024 to March 31, 2025)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>Date of Funding Request Submission:</b> 6/21/2023</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p><b>Funding Required for (date range):</b></p> <p>2024/25 - \$90,000 for 10 months of new staff</p> <p>2025/26 onwards - \$111,000 plus annual increases</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><b>ISSUE/OPPORTUNITY:</b></p> <p>The Islands Trust is experiencing a growth in Geographic Information Service (GIS) needs and a corresponding reduction in GIS dedicated personnel which requires attention. Given that the Senior Technical Analyst (Information Service Manager) position has migrated to a general information services management function at a loss of approximately an .3 FTE of dedicated GIS support, the organization is left with 1.0 FTE, the Technician, to provide all GIS services. There has also been a concurrent increase in GIS service needs across the organization due to volume and complexity of land use applications, long range project mapping needs and</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

Conservancy services. As a result GIS services are becoming overwhelmed and require additional staffing resources. This proposal is to add a new GIS Coordinator position to address the service shortfall.

The Islands Trust currently has 1 FTE functionally dedicated to the provision of GIS services at the Islands Trust, that being the GIS Technician. The Islands Trust is facing challenges due to the overwhelming demand for GIS services and limited GIS Staff resources and support, which is resulting in overload of the GIS Technician. In the absence of a dedicated GIS Coordinator, GIS Analyst or Computer Application Support Technician (CAST) support, the GIS Technician has been compelled to take on the responsibilities of the GIS Coordinator alongside their own duties, as summarized below.

**GIS Technician:**

- Spatial datasets edits.
- General mapping/cartographic tasks.
- Consolidation of bylaw amendments.
- Mailing list and subject property map product development.
- Maintenance of digital and hard copy map archives.
- Small scale project execution (i.e. Subdivision potential map development)
- Plotter maintenance and supplies management.
- Annual updating of ITC mapping for brochures.

**GIS Coordinator:**

- Implementation and administration of GIS Server and Desktop software environments.
- Design and implementation of GIS spatial databases.
- Imagery acquisition planning, quality assurance and archive data processing and implementation.
- Assist with recruitment of and provide training for ITC GIS Coop students.
- Design, development and implementation of parcel data (i.e. PMBC) maintenance strategies.
- Data alignment workflow (i.e. Zoning and Protected Areas) development.
- Management of data sharing with outside agencies and individuals.
- BC Assessment and Land Title Office data maintenance.
- GIS License and user account administration.
- Advanced GIS modelling (i.e. SQL, ESRI Model Builder, Python).
- ITC Field data collection system design strategies, implementation, and administration.
- Web map application (i.e. MapIT, Protected Places) development.
- Development and Implementation of spatial data metadata standards (i.e. source, acquisition date, methodology).
- Prioritization of day-to-day GIS activities.
- Monitoring of GIS trends and standards.

The list of GIS Coordinator and Technician duties demonstrates a wide range of responsibilities and skill sets required for effective GIS operations. The duties of a GIS Coordinator involve strategic planning, system administration, staff recruitment, and advanced GIS modelling, among others. These tasks require a higher level of expertise and a focus on system-wide management. On the other hand, the GIS Technician duties involve cartographic/mapping tasks, spatial data editing, and day-to-day operational support. Combining both roles places an excessive workload on the technician, compromising the quality and efficiency of both the coordination and technical aspects of GIS operations. There has also been a significant increase in the amount of GIS work required by:

- Planners associated with applications
- Long range projects
- Enquiries

- Islands Trust Conservancy

GIS services constitute a wide range of service requests from simple mapping requests, to OCP and land use projects to the array of Conservancy mapping needs. The volume of requests for these services has increased in recent years, both in volume and complexity. For instance, for mapping service requests, which is only one element of mapping services, the following trend has been identified:

2019 – 29 per month  
 2020 - 42 per month  
 2021 – 47 per month  
 2022 – 55 per month  
 2023 – 70 per month

This increase in volume, which only reflects a portion of GIS needs/utilization at the Islands Trust, indicates an increase in service delivery is required.

To address these challenges and ensure the effective delivery of GIS services, it is recommended that additional full time equivalent GIS resources are acquired. This would re-establish a clear division of responsibilities between a GIS administration and mapping, address volume issues, deliver proper management, effective support, and optimal utilization of resources. This role will alleviate the burden on the GIS Technician, allowing them to focus on their core responsibilities and ensuring attention to detail, timely delivery, and effective development of GIS based map products. The GIS Coordinator will further enhance quality control and assurance, improve productivity and performance, and provide essential support for the increased demand for GIS services.

#### **How We Got Here:**

The following is a list of key contributing factors to the challenges faced by GIS staff resources. These factors are further visualized in Appendix B, which illustrates the interplay between these factors and their impact on GIS resource availability.

**Coop Funding Discontinued:** A 2008 GIS Staff Resource Assessment recommended that the Islands Trust would benefit from 2.5 dedicated GIS staff, indicating that the existing staff required additional resources. An annual Co-op position was established as a means of addressing the 0.5 FTE shortfall, however it was discontinued in 2019.

**Creation of Senior Technical Analyst (IS Manager):** In response to the 2016 KMPG Information Systems Assessment Report, which highlighted the need for greater project management focus and improved oversight and management of the IS group, the position of GIS Coordinator was transformed into a newly created role under the PSA classification of Senior Technical Analyst, serving as IS management. At the time the justification for this transition was supported by a stable GIS server and software infrastructure and the availability of Senior Technical Analyst, Coop and CAST staff resources.

**CAST Support:** In 2019 Nigel Hughes, a two term GIS Co-op student, accepted a position as Computer Application Support Technician, while continuing to provide GIS support through to his departure in 2020. Although the position was successfully filled the recruit does not possess the same GIS experience and is therefore unavailable to provide GIS support.

**Platform Upgrades:** In 2018 major upgrades of the Islands Trust GIS infrastructure were began, with the replacement of ArcGIS Server with ArcGIS Portal, and ArcGIS Desktop with ArcGIS Pro. The infrastructure

changes were implemented by the GIS Technician, highlighting the technician's ability to handle complex and administrative level tasks but at the expense of their primary responsibilities.

**IS Project Demands:** The Senior Technical Analyst's project management demands, such as the Victoria office renovation, hybrid meetings and workforce, and the Islands Trust website, have further reduced available GIS resources.

**ITC Project Demands:** A move to in-house property monitoring, both the monitoring of current properties and the Expansion of ITC protected areas and increased needs from other ITC programs (e.g. conservation modelling, expanding natural area datasets, introduction of a Species at Risk Program, etc.) has led to increased GIS project demands, amplifying the strain on existing GIS resources. See Appendix A for a more detailed description of emerging GIS needs.

**Increased Development Applications:** The 2021 peak in development applications nearly doubled the previous 10-year average, intensifying the need for robust GIS support, at a time when GIS resources were being cut (i.e. GIS Coop Funding) or refocused (i.e. IS Project Demands).

**Staff Growth:** Since 2008, the staff count has increased from 52 to 70 in 2023. The steady growth in staff numbers within the organization has resulted in an increased demand for IS support. Consequently, this growth has placed additional strain on available GIS resources by limiting the availability of Senior Technical Analyst GIS support.

**GIS Technician Backfilling:** The backfilling strategy undertaken by the GIS Technician has enabled the successful implementation of GIS infrastructure upgrades. However, it is important to acknowledge that this approach, while providing temporary relief, serves as a short-term and intermittent band-aid solution. It does not adequately address the underlying issue of limited resources nor does it offer a sustainable solution to effectively meet the growing demand for GIS services.

**Demand for Higher Level Services:** The increasing GIS administration requirements, coupled with growing GIS project demands, have placed a significant burden on the GIS Technician. In addition to their primary responsibilities as a GIS Technician, they are now also supporting a rising demand for higher-level GIS administrative and analyst service requests. It is evident that this dual role arrangement is not sustainable and has adverse effects on both the technician's well-being and the overall quality of GIS services provided.

#### **PROJECTED RESULTS/DELIVERABLES:**

Adding resourcing to the IS team in the form of a GIS Coordinator will result in the following benefits:

**Reduced Risk of Burnout:** An additional FTE will address the identified issue of overwhelming demand for GIS services and the burden it has placed on the GIS Technician.

**Enhanced GIS data quality and reliability:** Appointment of a dedicated GIS Coordinator will allow the GIS Technician to focus on their primary responsibilities, resulting in expanded attention to detail and better service delivery outcomes.

**Streamlined GIS service requests and support:** The GIS Coordinator will establish efficient workflows and systems to handle GIS service requests from staff across the organization. This will reduce response times, provide timely assistance, and ensure that GIS support is effectively provided to meet the needs of different business units.

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**Improved GIS project management:** The GIS Coordinator will bring a project management focus to GIS initiatives, ensuring that projects are well-planned, executed, and monitored. This will result in more effective and efficient project delivery, with improved timelines, resource allocation, and stakeholder communication.

**Strengthened GIS data governance and quality control:** The GIS Coordinator will implement robust data governance practices, including data validation, documentation, and version control. This will ensure the integrity of GIS data, minimize errors, and improve overall data quality and consistency.

**Enhanced GIS capacity:** With more time, GIS staff will have the opportunity to prioritize GIS skill development, fostering a more capable GIS team. This will enable them to effectively address GIS-related challenges and provide comprehensive support for the organization's GIS needs.

**Improved coordination of GIS activities:** The GIS Coordinator will serve as a central point of contact for GIS-related matters, facilitating collaboration and coordination among different teams and stakeholders. This will foster efficient information sharing, promote interdisciplinary collaboration, and ensure that GIS activities align with organizational objectives.

#### **RISK ASSESSMENT:**

Hiring a new GIS Coordinator to support the GIS team comes with minimal risk to the organization. The main risk lies in not adequately addressing the growing demands for GIS services. Potential risks associated with hiring a new GIS Coordinator include challenges typically associated with recruitment, such as difficulties in finding or retaining suitable candidates.

Overall, while there are some inherent risks associated with the recruitment, the potential benefits of hiring a GIS Coordinator outweigh these risks. Adequate measures can be taken to mitigate these risks and ensure the successful integration of the new role into the GIS team and IS Group.

#### **ALTERNATIVES CONSIDERED:**

##### **Option 1: Do not hire the proposed 1.0 FTE (Status Quo)**

**Benefits:** None.

**Risks:** Without hiring a GIS Coordinator, the organization will continue to face limitations in effectively managing GIS resources and addressing GIS-related challenges. This includes insufficient support for GIS projects and services, lower quality deliverables, and missed opportunities for leveraging GIS capabilities. The organization may experience inefficiencies, reduced GIS effectiveness, and hindered decision-making.

**Financial implications:** No immediate financial implications, but the organization will continue to face resource limitations and potential costs associated with inadequate GIS support.

**Resource requirements:** None - the organization will rely on existing staff and intermittent solutions, resulting in ongoing strain on resources and limited GIS capabilities.

##### **Option 2: Reallocate IS Coordinator resource following staff members Retirement**

**Benefits:** Reallocating the IS Coordinator resource to GIS would result in an increase in GIS staff resources without adding an additional staff member to the IS Group. This reallocation would provide immediate support to the growing demands for GIS services and projects within the organization.

**Risks:** By reallocating the IS Coordinator resource to GIS, there is a potential risk of diminished IS capacity. This could result in reduced support for information systems, infrastructure maintenance, and overall IT management. The organization may need to rely more heavily on third-party contracted support, such as

Blackman Support Services, which can lead to increased costs and potential challenges in maintaining consistent service levels.

**Financial implications:** The financial implications of this option would depend on the specific arrangements made with Blackman Support Services or any other third-party contractor. It may result in increased costs for IT support and services.

**Resource requirements:** None - the organization will rely on existing staff and third party contactors.

**Option 4: Engage with independent contractors for project-related work**

**Benefits:** This option allows for access to specialized expertise and resources on a project-by-project basis. It provides flexibility and the ability to tap into a wider range of skills and knowledge without the long-term commitment of a permanent hire.

**Risks:** Risks associated with finding suitable contractors, potential for higher hourly rates compared to hiring a permanent staff member, and challenges in integrating external resources into the organization's workflow.

**Financial implications:** Costs will vary depending on the scope and duration of the projects, as well as the rates charged by the independent contractors.

**Resource requirements:** Staff time to identify and engage with suitable contractors, manage the projects, and ensure effective collaboration and knowledge transfer.

**CRITICAL SUCCESS FACTORS:**

**Comprehensive and accurate job description:** Developing a well-drafted job description that clearly outlines the required education, skills, and qualifications is crucial for attracting suitable candidates during the hiring process. A precise job description ensures that the right talent pool is targeted, increasing the chances of finding qualified individuals who can contribute effectively to the GIS initiative.

**Rigorous and well-executed hiring process:** Conducting a thorough and meticulous hiring process is essential to secure high-quality staff for the GIS role. This process should include robust screening, interviewing, and evaluation techniques to assess candidates' suitability and compatibility with the position and organizational requirements. A well-executed hiring process enhances the likelihood of finding competent individuals who can make significant contributions to the GIS initiative.

**Comprehensive orientation and on-boarding:** Providing a comprehensive orientation program for the newly hired staff is crucial for enabling them to perform their duties effectively and contribute to the organization's success. Proper on-boarding ensures that new hires are equipped with the necessary knowledge, resources, and support to navigate their roles and responsibilities, increasing their ability to deliver optimal results in the GIS initiative.

**Support from elected officials and management:** Gaining support from Islands Trust elected officials and management is vital to secure the necessary funding and resources for the new GIS position. Having the backing of key decision-makers ensures the allocation of financial resources and organizational support required for the successful implementation of the GIS initiative. Without adequate support, the initiative may face financial constraints and limited resources, hampering its effectiveness and overall impact.

**RECOMMENDED OPTION:**

: Hire a permanent GIS Coordinator 1.0 FTE

This option provides the greatest benefit to the organization and ensures the well-being of staff members involved in GIS operations. By hiring a GIS Coordinator, the organization can access skilled resources dedicated to addressing GIS-related challenges and driving improvements within the organization.

Benefits of Option 2 include:

- **Enhanced GIS capabilities:** Hiring a permanent GIS Coordinator allows for the development of a highly skilled GIS team capable of meeting the organization's evolving GIS needs. This increased capacity will enable the team to tackle complex projects and deliver high-quality GIS services to support the Islands Trust mandate.
- **Improved job satisfaction and staff retention:** By providing the GIS Technician with a dedicated GIS Coordinator, job satisfaction and retention potential are enhanced. This leads to higher levels of staff engagement, motivation, and loyalty, contributing to a positive work environment.
- **Effective implementation of changes and improvements:** The permanent GIS Coordinator will play a crucial role in driving desired changes and improvements within the organization. With a dedicated resource focused on GIS operations, the organization can effectively implement new strategies, technologies, and processes that will benefit the organization as a whole.

#### **COST/BENEFIT ANALYSIS:**

##### **Quantitative Discussion:**

The annual ongoing cost of hiring a permanent 1.0 FTE GIS Coordinator is estimated at approximately \$108,000, annually which includes salaries, benefits, training, and professional dues. It is important to note that costs may rise modestly each year based on potential salary increases.

Savings will be realized through the prevention of potential future staff leaves and the need for paid backfill. By providing the GIS Technician with appropriate work-life balance, the organization can reduce the likelihood of staff burnout and turnover. This translates to savings in terms of reduced costs for paid leave, as well as lower recruitment and training expenses associated with staff turnover.

##### **Qualitative Discussion:**

Hiring a permanent GIS Coordinator brings qualitative benefits to the organization. Staff members with a proper work-life balance are more engaged, productive, and invested in their work. They exhibit higher levels of job satisfaction and are more likely to collaborate effectively with others, contributing to overall organizational success. Additionally, reduced turnover resulting from improved work-life balance leads to lower costs for the organization in terms of lost working hours and recruitment and training expenses.

#### **PURCHASING PROCEDURE:**

Since the hiring of staff does not fall under the procurement of goods or services, a procurement process is not applicable. Instead, a hiring process will be conducted following standard Public Service Agency (PSA) practices. This process includes obtaining approval to reinstate the currently vacant position, reviewing the job description and classification, posting the job externally, collecting and reviewing resumes, conducting skill testing, interviews, reference and criminal record checks, issuing offer letters, and providing comprehensive on-boarding and training for the new staff member. These steps ensure a thorough and compliant hiring process in accordance with established procedures.

#### **PROPOSED IMPLEMENTATION STRATEGY:**

To ensure immediate relief from resource challenges, it is advisable to continue to support GIS Technician backfilling. This will help alleviate the workload and provide temporary support until the new staff member is hired and fully on-boarded.

The hiring process will be initiated in mid-March 2024, following budget approval, with screenings and interviews taking place in April 2024. The anticipated start date for the new hire is in May 2024. Comprehensive training for the new staff member will be conducted over a period of 2-3 months, ensuring they are fully equipped to fulfil their role. The true benefits of the hiring, including improved GIS resources, are expected to be realized by the fall of 2024.

#### **STAFF RESOURCING:**

##### **Pre-hiring activities:**

Senior Technical Analyst: Coordinated the backfilling of the GIS Technician role to ensure immediate relief from resource challenges during the hiring process. This includes identifying suitable candidates, screening resumes, conducting interviews for the backfill position, and making the necessary arrangements for the backfill. Review and update existing GIS Coordinator job description for new staff, screen applicant resumes, prepare and mark written assessments, conduct interviews, conduct reference checks, and make job offers. Estimated time: 40 hours.

Employee Services Coordinator: Administer job posting, collect resumes, administer written assessments, schedule interviews, prepare offer letters, and file for criminal record checks. Total time: 5 hours.

Interview Panellists (Senior Technical Analyst + 2 others): Conduct interviews and participate in post-interview discussions. Estimated time: 2 hours per interviewee per panellist.

##### **Post-hiring activities:**

Senior Technical Analyst: Oversee and conduct training and orientation with new staff for a period of 2-3 months.

Employee Services Coordinator: Process new hire paperwork, schedule and deliver basic new hire orientation and onboarding sessions. Total time: 15 hours.

Others across the organization: Provided orientation to other departments and relevant processes over the course of 1 week.

#### **CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

The business case has been provided to the Trust management team for their consideration and support. In the event that the position receives approval, appropriate internal communications will be conducted to inform staff about the upcoming hiring process. The competition will be advertised both internally within the organization and externally on platforms such as the BC PSA job site and other relevant job portals, following standard hiring procedures. This approach ensures transparency and provides equal opportunities for potential candidates.

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Initiator Name, Title

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Date

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## Appendix A: Islands Trust Conservancy Emerging GIS Needs

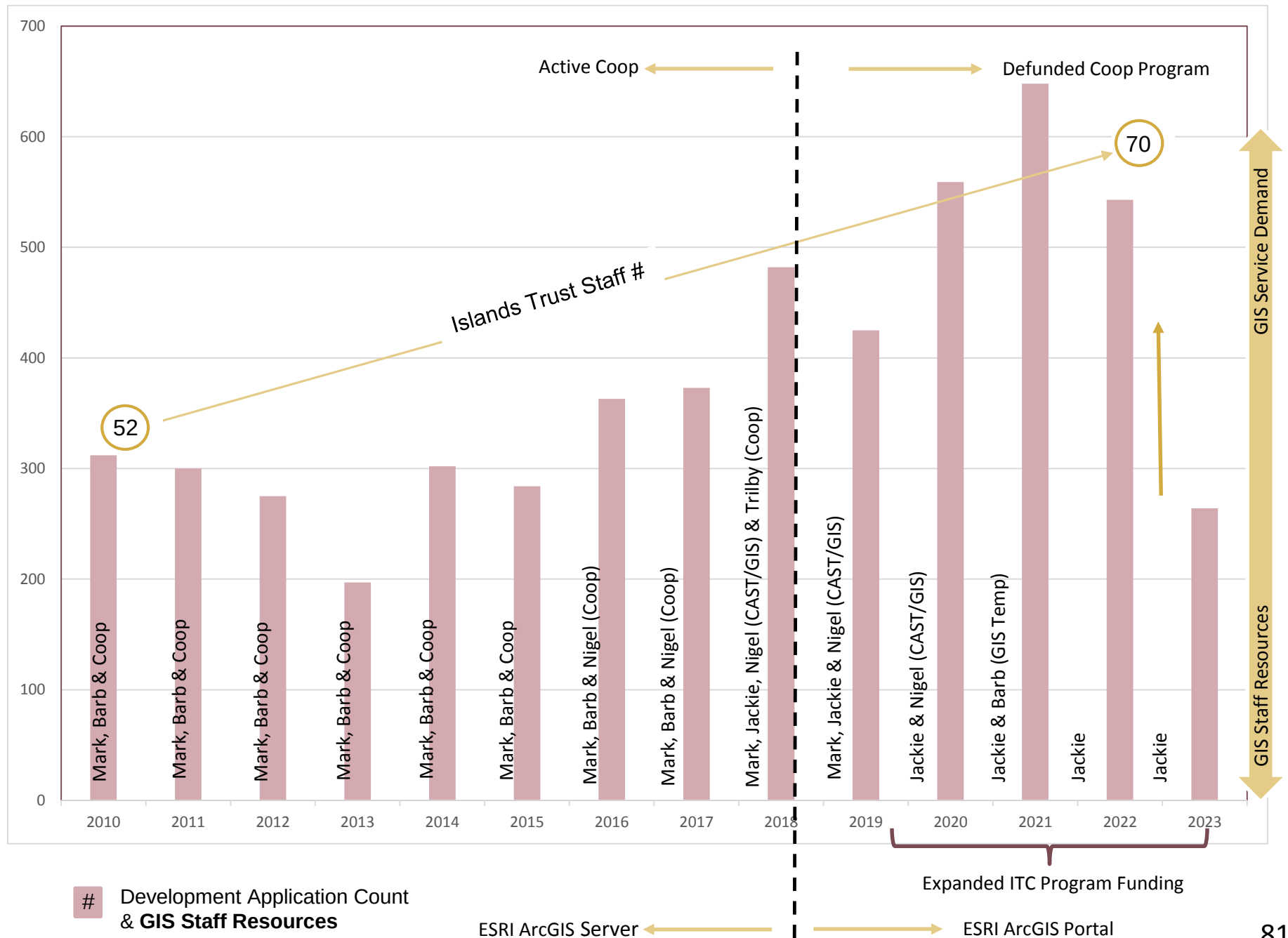
Islands Trust Conservancy (ITC) uses GIS resources to assist with conservation planning, communications products, grant reporting, annual reports and property management needs. As ITC responsibilities grow, due to increases in protected areas and expanding needs such as Climate Change, species at risk management and First Nations engagement, so have ITC's GIS needs. GIS support from Islands Trust Information Systems (IS) is integral to ITC's work and ITC increasingly leans on IS for technology solutions and day-to-day support for the following:

- Creation of mapping for communications and reporting
- review of new data and maintenance and updates of existing data, including Terrestrial Ecosystem Mapping, shoreline and marine mapping, species at risk occurrence mapping, and protected areas mapping
- Integration of Islands Trust Conservancy sourced data into internal mapping systems for use by staff (i.e. TAPIS)
- Data analysis for communications, conservation planning and property management
- Statistical information for annual reports and grant reports
- Business analysis to assist with sourcing new software and hardware for property management
- Training and support for safety devices that are used in the field
- Design, training and support of in-the-field tools that assist ITC staff and contractors to more effectively and efficiently collect data, including set up of GPS data collection and associated apps, syncing of in-the-field data collection apps and internal reporting systems
- Training and support for ArcPro, ArcGIS Online, and other mapping software, so that we can become more self-sufficient when it comes to creating maps

As ITC grows its protected areas and programs, it is clear that IS no longer has the resources to support ITCs increasing GIS needs. ITC is hopeful that solutions can be found to support service gaps that we are experiencing as the ITC work program grows.

*-Kate Emmings  
Manager, Islands Trust Conservancy*

## Appendix B: Contributing Factors to GIS Staff Resources Challenges





# BRIEFING

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**To:** Financial Planning Committee      **For the Meeting of:** January 24, 2024  
**From:** Islands Trust Conservancy Board      **Date Prepared:** January 23, 2024  
**SUBJECT:** Budget Request – Protected Area Management Resources

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**PURPOSE:** To provide two Islands Trust Conservancy (ITC) business cases to Financial Planning Committee (FPC) requesting staff and land management resources for ITC nature reserve and covenant management.

**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 ITC Board and its program operations. ITC Board provided its budget request to FPC in October and indicated that it would be providing a business case for increased ITC capacity due to growth of ITC managed conservation areas, via the following resolution:

**ITC-2023-031**

**It was MOVED and SECONDED,**

that the Islands Trust Conservancy (ITC) Board indicate to Financial Planning Committee that it is preparing a business case for increased ITC capacity due to growth of ITC managed conservation areas.

ITC staff have worked with the ITC Board to prepare business cases to address capacity shortfalls for property management. The ITC Board reviewed a [Business Solutions Options \(BSO\) document](#) (see pg 36) for property management and two related business cases at its January 23, 2024 meeting and passed the following resolution:

**ITC-2024-003**

**It was MOVED and SECONDED,**

that the Islands Trust Conservancy Board recommend to the Islands Trust Council that the 2024-2025 budget include funding for:

- a permanent Protected Areas Manager; and
- selection and implementation of a protected area management database.

The business cases for these two items are included as attachments to this briefing for consideration by FPC and Trust Council.

The draft 2024/25 budget includes a placeholder amount of \$95,800 for ITC capacity increases. The attached business cases from the Islands Trust Conservancy Board include the amounts of \$104,667 for a Protected Areas Manager and \$20,000 for selection and implementation of a protected area management database.

Note: The Board has asked staff to consider renaming the proposed position to Protected Areas Operations Coordinator. Staff had not had time to consider that request yet).

The ITC Board also discussed the capacity limitations that it is experiencing and passed the following resolution:

**ITC-2024-004**

**It was MOVED and SECONDED,**

THAT the ITC Board will have to pause acquiring new properties and conservation covenants, as well as developing new NAPTEP covenants until the capacity and funding challenges in property management are resolved.

**ATTACHMENTS:**

- Budget Funding Requests
  - Business Case: ITC Protected Areas Manager position
  - Business Case: ITC Protected area management software
- Islands Trust Conservancy Protected Areas Management Business Solution Options

**FOLLOW-UP:** Staff will follow-up as directed. Staff and the ITC representative to the Financial Planning Committee will convey the results of FPC deliberations to the ITC Board.

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**Prepared By:** Clare Frater, Director, Trust Area Services / January 23, 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**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Initiated by (name, title):</b></p> <p>Clare Frater<br/>Director, Trust Area Services</p> <p>For Islands Trust Conservancy Board</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p><b>Budget Source</b> (select all that apply):</p> <p><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <p><input type="checkbox"/> Third Party Contractors</p> <p><input type="checkbox"/> Staff Travel Expense</p> <p><input type="checkbox"/> Staff Overtime Expense</p> <p><input type="checkbox"/> New Staff Member – Temporary for project</p> <p><input type="checkbox"/> Computer Hardware/Software</p> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <p><input checked="" type="checkbox"/> <b>Permanent</b></p> <p><input type="checkbox"/> <b>Temporary</b></p> <p>Temp Duration: _____</p> <p><input type="checkbox"/> <b>Other – please describe:</b> _____</p> |
| <p><b>Business Area:</b></p> <p>Islands Trust Conservancy</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>Name of Request:</b></p> <p>Protected Areas Manager – 1.0 FTE (Grid 27)</p> <p>First Year: \$104,667<br/>Subsequent years: \$123,918</p> <p>This includes \$96,255 for salary for 10 months and funding for training, travel, cell phone, College of Applied Biology fees and purchase of a new computer in the first year.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>Date of Funding Request Submission: 01/21/2024</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p><b>Funding Required for (date range): From June 2024 onwards</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>ISSUE/OPPORTUNITY:</b></p> <p>The mission of Islands Trust Conservancy (ITC) is to protect special places by encouraging, undertaking, and assisting in voluntary conservation initiatives within the Islands Trust Area. ITC currently monitors and manages 34 nature reserves and 79 conservation covenants covering 706 ha and 677 ha respectively for a total of 1,383 ha. ITC increases its protected areas by approximately three per year.</p> <p>Management of protected areas is becoming increasingly complex due to impacts of climate change; increased issues associated with invasive species, degraded ecosystems, and species at risk stewardship; commitments to engagement of First Nations in management activities; increases in the number of new landholders and new</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

neighbours; and increasing recreation in nature reserves. ITC capacity is not keeping pace with the increases in protected area management needs. The ITC has reached or exceeded the capacity of staff to manage and monitor properties, and respond to breaches and trespasses while also working towards strategic goals and objectives set out in the Minister-approved Five-Year ITC Plan, the draft Three-Year ITC Plan (currently before the Minister of Municipal Affairs) and the Islands Trust Conservancy's Regional Conservation Plan. The ITC Board has adopted a [Property Management Strategy](#) (2017) that guides its protected area management program. Since 2014, the Board has been taking actions to put constraints on new property securement and to manage workloads carefully.

The ITC Board has a commitment to managing its lands in such a way that ecological integrity is maintained or improved over time. Ideally, this includes actively engaging in ecological management such as invasive species removal, species at risk protection, preventing or mitigating recreation damage, and addressing historic disturbances of the land. At this time, the ITC's core protected area management programs meet basic requirements of land care. The core program does not include regular ecological monitoring to determine if the ecological values protected are being sustained, there is no routine monitoring of species at risk, trail maintenance is limited to addressing serious hazards, there is limited invasive species removal, and no systematic tracking or mapping of management concerns. In recent years, through the Species at Risk program, there has been targeted efforts to monitor and restore species at risk and their habitat and this funding has helped to increase conservation values on ITC managed lands.

The ITC Board has also committed to monitoring its conservation covenants annually to ensure compliance and to monitoring its nature reserves annually for safety and trespass. The ITC Board has responsibilities to Environment and Climate Change Canada where it is the recipient of a conservation property that is an ecological gift under the *Income Tax Act*. ITC currently cares for twenty-seven ecological gifts, eighteen as covenants and nine as nature reserves. Any evidence of breach or trespass must be documented thoroughly and be addressed.

Protected area management is comprised of two main functions:

1. Protected area management which generally includes the following activities: invasive species removal, native plant and habitat restoration, enclosure fence installation and maintenance, species or habitat assessments, trail construction and maintenance, signage construction and maintenance, bat and bird box installation and maintenance, dog waste bag removal services, hazard assessments, and, as necessary and guided by policy, mitigation of hazards. In addition, staff respond to trespasses such as unauthorized tree cutting by neighbours or the Ministry of Transportation and Infrastructure and garbage dumping.
2. Annual compliance monitoring which involves contacting the landholder/partners to coordinate the monitoring visit; walking the land along established monitoring routes, including along accessible property boundaries and any trails; filling out a site monitoring form that takes into account the standard land use restrictions under a conservation covenant; taking repeat photos at established monitoring stations; documenting any ecological, compliance, and trespass concerns; and providing a final report with management recommendations, which can be followed up on by ITC, covenant co-holders/partners, and landholders as appropriate and as resources permit.

ITC has nine staff positions or 7.87 full time equivalent (FTE) staff positions (Appendix A). The Property Management Specialist, Covenant Management & Outreach Specialist, and Conservation & GIS Technician (summer co-op student, 100% grant funded) positions are dedicated to protected area management while the other positions in the organization offer support while undertaking other duties.

**Property Management Specialist:**

- Develops and manages an annual monitoring program for nature reserves
- Responsible for management of Islands Trust Conservancy lands
- Conducts property monitoring to determine nature reserve management needs and investigates trespass, identifies appropriate actions and provides written investigation reports with recommendations to the Island Trust Conservancy Board
- Negotiates and manages contracts
- Develops and implements Property Management Strategy
- Identifies and evaluates public safety issues and potential risks to ecological and cultural values
- Engages volunteer wardens and community members
- Coordinate volunteer events for management tasks
- Collaborates with First Nations on property management initiatives
- Assesses need for ecological restoration, implements restoration plans and evaluates
- Evaluates management and restoration activities through monitoring and site visits

**Covenant Management & Outreach Specialist:**

- Develops and manages an annual monitoring program for covenants
- Conducts property monitoring to determine covenant management needs and investigates covenant compliance, investigates violations of covenants and issues of trespass, identifies appropriate actions and provides confidential written investigation reports with recommendations to the Island Trust Conservancy Board
- Implements required covenant management actions
- Collaborates with First Nations on covenant management initiatives
- Assesses need for ecological restoration, implements restoration plans and evaluates
- Prepares and presents technical information and evidence to legal counsel and attends court to provide evidence obtained during an investigation of a covenant breach
- Provides education materials and advice to the public, Islands Trust staff and other agencies regarding the Islands Trust Conservancy conservation covenant management practices and land protection tools, as well as the ecological and cultural values in the region.
- Plan, develops, manages and conducts public awareness and information programs, events, workshops and meetings related to conservation options
- Develop, implement and evaluate landowner contact programs to inform landowners of land protection and donation opportunities, and to educate about ecological and cultural features.

**Cop-op Student**

The student assists with the following protected area management activities:

- Review and application of management plans and conservation covenant agreements;
- Monitoring conservation covenants and nature reserves;
- Enhancing habitat for species at risk;
- Controlling invasive species;
- Liaising with conservation partners, private landowners, and First Nations;
- Collecting field notes and transcribing data;
- Supporting iNaturalist projects; and
- Processing spatial data to create and manage maps using ArcGIS.

**Islands Trust Conservancy Manager**

The ITC Manager provides oversight of the program including financial management, strategic planning, staff hiring/supervision, contract/procurement processes/approvals, support for policy/enforcement issues, support for engagement with First Nations, reviewing reports to the Board, etc. This takes at approximately 10 hours a

week. Due to heavy workload demands in recent years, the Manager has been unable to take on policy analysis/development work related to protected area management. In addition to supporting the ITC Board and undertaking financial management, complex land negotiations, issues management, engagement with First Nations, participation in inter-governmental working groups, liaison with the Province's Board Resourcing Office, orientation of new Islands Trust staff to the ITC's work, and drafting of referral responses, policies and procedures, the ITC Manager oversees functions such as conservation planning, corporate/workload planning, land/covenant acquisitions, First Nations engagement, communication, strategic fund development and donation management, administration, and program delivery. The ITC Manager's workload is beyond full-time hours. It is challenging for the ITC Manager to manage a staff of eight direct reports, who span a range of specialties, and also deliver on projects such as engagement with First Nations on the Islands Trust Conservancy Plan, and corporate planning work. Recently, the ITC Manager has experienced burnout and health issues, primarily due to workload, and has required medical leave to regain health equilibrium.

There are insufficient staff hours available to manage properties to the standard expected by the Board (i.e., timely identification and addressing of trespass or covenant violations) while also doing due diligence to:

- respond to an increase in the number and complexity of ecological concerns (e.g., climate change impacts, species at risk);
- address human dimensions of conservation (e.g. First Nations engagement, addressing wildfire risks to communities); and
- accommodate new regulatory requirements (e.g. Applied Biologists Regulation)

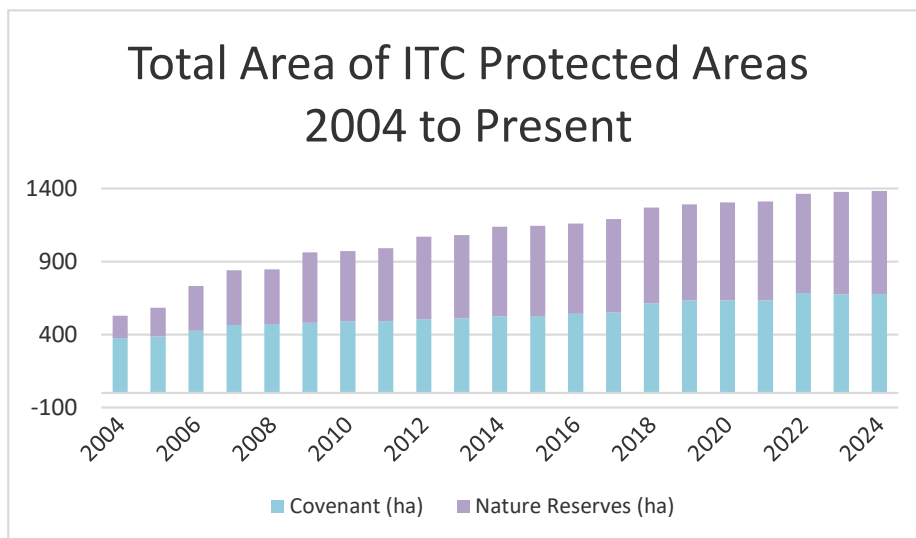
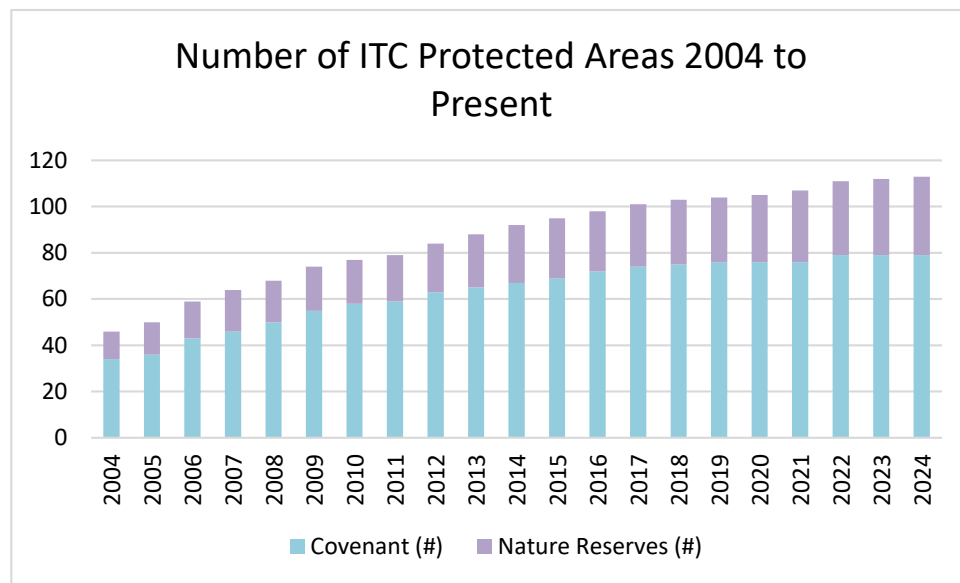
There is also a lack of a senior policy advisor position with ITC to undertake the policy work expected by the ITC Board and Trust Council to address topics such as wildfire prevention, risk management, climate change impacts.

#### **How We Got Here:**

The following is a list of key contributing factors to the challenges faced by the ITC regarding protected area management.

#### **Growth in Properties Requirement Monitoring and Management**

The number and size of ITC protected areas has increased steadily since the establishment of ITC (see below for increase since 2004). This increase in protected areas is in accordance with ITC Plans, which are required by the *Islands Trust Act*, approved by the Minister of Municipal Affairs and have been reviewed by Trust Council. It is important to note that management effort is not directly correlated to size as some properties have trails, regular public use, specific hazards or features that require special effort, issues with trespass/breaches, are water-access only, etc.



#### Prior Underfunding of Protected Area Management Activities

Prior to 2020, ITC property budgets increased at the request of the ITC Board without reference to an increase in number of properties or hectares of protected area or inflation. This approach led to underfunding of protected area management activities which the ITC Board addressed by successfully requesting a substantial increase to the property management budget in 2019/20. A result of the chronic underfunding there was a backlog of management activities to address, which staff are still working on.

#### Need for studies and actions related to climate change adaptation

- Desire to understand how protected areas will be impacted by climate change including:
  - Sea level rise
  - Changes in hydrology (i.e. freshwater inputs, levels and flows, seasonal drought)
  - Species ranges and migration and new invasive species
  - Increase/change in pests and disease
- Desire to understand wildfire risks and potential risk mitigation

### **Need for expansion to property management activities**

- Desire for more policy development related to public safety risk management and mitigation measures (e.g. policy, signage, non-slip surface installation, tree cutting).
- New and expanding invasive species/pest infestation management needs
- Desire to more deeply involve First Nations in approval processes for new properties, management planning and management activities.
- Lack of biologist position in Planning Services (addressed by Trust Council in Dec 2023 via grant application)
- Increased procurement needs due to new provincial [Applied Biologists Regulation](#)
- Change in property owners and neighbours and a downward trend in volunteer availability
- A federal Species at Risk grant, which is funding new projects in ITC protected areas and has added to the volume of work for the ITC team.
- Insufficient GIS staff time (see details in GIS Coordinator business case)

### **Proposed Solution:**

To address these challenges and ensure the effective delivery of protected area management services, the proposal is to add a new Protected Areas Manager position to address the service shortfall. This business case is being advanced by the Islands Trust Conservancy Board following a review of a Business Solution Options document on January 23, 2024 providing context and options for protected area management issues.

The Protected Areas Manager would report to the ITC Manager and supervise the Property Management Specialist, Covenant Management and Outreach Specialist, Species at Risk Program Coordinator and the Conservation & GIS Technician (summer co-op student). This position would take on protected area management policy analysis related to risk management and climate change adaptation including wildfire risk mitigation, would support First Nations engagement related to protected area management, and would coordinate process and technology improvements. The position would also be a Registered Professional Biologist able to supervise and approve projects as required.

### **PROJECTED RESULTS/DELIVERABLES:**

Adding resourcing to the ITC team in the form of a Protected Areas Manager, Grid 27 level (equivalent to Islands Planner/Senior Policy Advisor) will result in the following benefits:

**Reduced Risk of Burnout:** An additional FTE will address the identified issue of insufficient staff hours available for the work requested and the burden it has placed on the staff.

**More policy analysis capacity:** A Protected Areas Manager could take on analysis and implementation planning for protected area management issues to address topics such as climate change and risk management.

**Improved planning and coordinator of protected area management activities:** The position would have responsibility for overall planning and coordination of management and enforcement activities.

**Will free up the oversubscribed ITC Manager for other duties:** This position would reduce the number of direct reports by 2 FTE and a co-op student. The Manager currently allocates about 10 hours a week to supporting protected area management.

**Adds Registered Professional Biologist (RPBio) sign off to the team**

Provides an additional RPBio on the ITC staff for protected area management. Currently, the Ecosystem Protection Specialist is the only ITC staff member who meets this qualification.

**Improved work environment:** Introducing a Protected Areas Manager position will add needed stratification to the ITC team, fill a current policy analysis hole, and provide needed project management capacity.

**RISK ASSESSMENT:**

Hiring a new Protected Areas Manager to support the ITC team and Board comes with minimal risk to the organization. The main risk lies in not adequately addressing the growing demands and complexities of protected area management. Potential risks associated with hiring include challenges typically associated with recruitment, such as difficulties in finding or retaining suitable candidates.

Overall, while there are some inherent risks associated with the recruitment, the potential benefits of hiring a Protected Areas Manager outweigh these risks. Adequate measures can be taken to mitigate these risks and ensure the successful integration of the new role into the ITC team.

**ALTERNATIVES CONSIDERED:****Alternative 1: Do not hire the proposed 1.0 FTE (Status Quo)**

**Benefits:** None.

**Risks:** Without hiring a Protected Areas Manager the organization will face a continued lack of staff capacity to deal with overarching issues and increasing protected area management responsibilities. There is also a risk of continued staff burnout and declining morale. In addition, there is a risk that threats to visitor and community safety from property hazards and wildfire, respectively, will go unaddressed. Without new resources, or a reallocation of priorities by the ITC Board, the ITC Board will be increasingly challenged to address declining ecological health of protected areas. Without the project management capacity this position will bring to the team there is potential for exposure to litigation that may be avoidable with property management systems in place (see related business case for protected area management software). Finally, the ITC Board will likely be faced with a difficult decision regarding securement of additional conservation lands and may need to cease its nature reserve and covenant acquisitions until it has sufficient resources to manage them.

**Financial implications:** No immediate financial implications, however, continuing to operate in an under-resourced manner risks the costs associated with staff leaves or staff turnover, and risks possible increased future legal and enforcement costs.

**Resource requirements:** None - the organization will rely on existing staff and intermittent solutions, resulting in ongoing strain on resources and limited policy analysis/research capabilities for protected area management.

**Alternative 2: Engage with independent contractor(s) for project-related work**

**Benefits:** This option allows for access to specialized expertise and resources on a project-by-project basis. It provides flexibility and the ability to tap into a wider range of skills and knowledge without the long-term commitment of a permanent hire.

**Risks:** Risks associated with finding suitable contractors, Cost of contracts likely to be similar to a staff position, with less integration with the ITC team, and challenges in integrating external resources into the organization's work. This approach would address research and policy analysis for property management but not oversight

of their components but not implementation. This approach doesn't solve the issue of the ITC Manager having too many direct reports.

**Financial implications:** Costs will vary depending on the scope and duration of the projects, as well as the rates charged by the independent contractors.

**Resource requirements:** Staff time to identify and engage with suitable contractors, manage the projects, and ensure effective collaboration and knowledge transfer.

#### **CRITICAL SUCCESS FACTORS:**

**Comprehensive and accurate job description:** Developing a well-drafted job description that clearly outlines the required education, skills, and qualifications is crucial for attracting suitable candidates during the hiring process. A precise job description ensures that the right talent pool is targeted, increasing the chances of finding qualified individuals who can contribute effectively to the Conservancy protected area management program.

**Rigorous and well-executed hiring process:** Conducting a thorough and meticulous hiring process is essential to secure high-quality staff for the Protected Areas Manager role. This process should include robust screening, interviewing, and evaluation techniques to assess candidates' suitability and compatibility with the position and organizational requirements. A well-executed hiring process enhances the likelihood of finding competent individuals who can make significant contributions.

**Comprehensive orientation and on-boarding:** Providing a comprehensive orientation program for the newly hired staff is crucial for enabling them to perform their duties effectively and contribute to the organization's success. Proper on-boarding ensures that new hires are equipped with the necessary knowledge, resources, and support to navigate their roles and responsibilities, increasing their ability to deliver optimal results.

**Support from elected officials and management:** Gaining support from Islands Trust elected officials and management is vital to secure the necessary funding and resources for the new Protected Areas Manager position. Having the backing of key decision-makers ensures the allocation of financial resources and organizational support required for the successful implementation. Without adequate support, the initiative may face financial constraints and limited resources, hampering its effectiveness and overall impact.

#### **RECOMMENDED OPTION:**

Hire a permanent Protected Areas Manager 1.0 FTE

This option provides the greatest benefit to the organization and ensures the well-being of ITC staff members. By hiring a Protected Areas Manager, the organization can access skilled resources dedicated to addressing protected area management challenges while freeing up time for the ITC Manager to focus on other needed work such as First Nations engagement and corporate planning.

Benefits of this option include include:

- **Enhanced protected area management capabilities:** Hiring a permanent Protected Areas Manager allows for the development of a highly skilled protected area management team capable of meeting the organization's and the protected areas' evolving needs. This increased capacity will enable the team to tackle complex projects and deliver high-quality services to support the Islands Trust mandate.

- **Improved job satisfaction and staff retention:** By providing the ITC team with this needed resources, job satisfaction and retention potential are enhanced. This leads to higher levels of staff engagement, motivation, and loyalty, contributing to a positive work environment.
- **Effective implementation of changes and improvements:** The Protected Areas Manager will play a crucial role in driving desired changes and improvements within the organization.

#### **COST/BENEFIT ANALYSIS:**

##### **Quantitative Discussion:**

The annual ongoing cost of hiring a permanent 1.0 FTE Protected Areas Manager is estimated at approximately \$123,918, annually which includes salaries, benefits, training, and professional dues. It is important to note that costs may rise modestly each year based on potential salary increases.

Savings will be realized through the prevention of potential future staff leaves and the need for paid backfill. By providing the ITC team with appropriate work-life balance, the organization can reduce the likelihood of staff burnout and turnover. This translates to savings in terms of reduced costs for paid leave, as well as lower recruitment and training expenses associated with staff turnover. Adding this position will lead to reduced exposure to litigation that may be avoidable with a better technology systems in place (see related business case for protected area management software).

##### **Qualitative Discussion:**

Hiring a Protected Areas Manager brings qualitative benefits to the organization. Staff members with a proper work-life balance are more engaged, productive, and invested in their work. They exhibit higher levels of job satisfaction and are more likely to collaborate effectively with others, contributing to overall organizational success. Additionally, reduced turnover resulting from improved work-life balance leads to lower costs for the organization in terms of lost working hours and recruitment and training expenses. Hiring this position will also help ITC uphold the mandate to preserve and protect the Islands Trust Area.

#### **PURCHASING PROCEDURE:**

Since the hiring of staff does not fall under the procurement of goods or services, a procurement process is not applicable. Instead, a hiring process will be conducted following standard Public Service Agency (PSA) practices. This process includes drafting a job description, working with PSA to classify the position, posting the job externally, collecting and reviewing resumes, conducting skill testing, interviews, reference and criminal record checks, issuing offer letters, and providing comprehensive on-boarding and training for the new staff member. These steps ensure a thorough and compliant hiring process in accordance with established procedures.

#### **PROPOSED IMPLEMENTATION STRATEGY:**

The job description will be drafted and sent to PSA in mid-March 2024, following budget approval. The job opportunity will be posted in early May, with screenings and interviews taking place in early June 2024. The anticipated start date for the new hire is in June 2024. Comprehensive training for the new staff member will be conducted over a period of 2-3 months, ensuring they are fully equipped to fulfil their role. The true benefits of the hiring, are expected to be realized beginning in fall of 2024, with project results starting in 2025.

**STAFF RESOURCING:****Pre-hiring activities:**

Islands Trust Conservancy Manager: Develop job description, including finalizing job classification. Hiring process duties: identifying suitable candidates, screening resumes, preparing and scoring screening tests, conducting interviews, conducting reference checks, and making job offer. Estimated time: 60 hours.

Employee Services Coordinator: Administer job posting, collect resumes, administer written assessments, schedule interviews, prepare offer letters, and file for criminal record checks. Total time: 5 hours.

Interview Panellists (Islands Trust Conservancy Manager + 2 others): Conduct interviews and participate in post-interview discussions. Estimated time: 2 hours per interviewee per panellist.

**Post-hiring activities:**

Islands Trust Conservancy Manager: Oversee and conduct training and orientation with new staff for a period of 2-3 months.

Employee Services Coordinator: Process new hire paperwork, schedule and deliver basic new hire orientation and onboarding sessions. Total time: 15 hours.

Others across the organization: Provided orientation to other departments and relevant processes over the course of 1 week.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

The business case has been provided to the Trust management team for their information. In the event that the position receives approval, appropriate internal communications will be conducted to inform staff about the upcoming hiring process. The competition will be advertised both internally within the organization and externally on platforms such as the BC Public Service Agency job site and other relevant job portals, following standard hiring procedures. This approach ensures transparency and provides equal opportunities for potential candidates.

Clare Frater, Director, Trust Area Services

Initiator Name, Title

January 19, 2024

Date

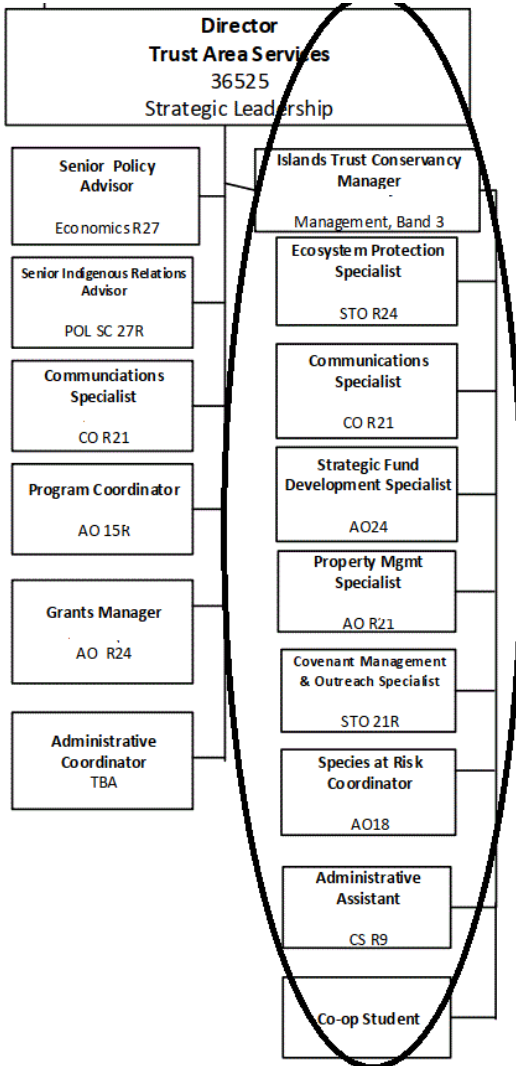
Islands Trust Conservancy Board

Reviewed by Department Lead: Name, Title

January 23, 2024

Date

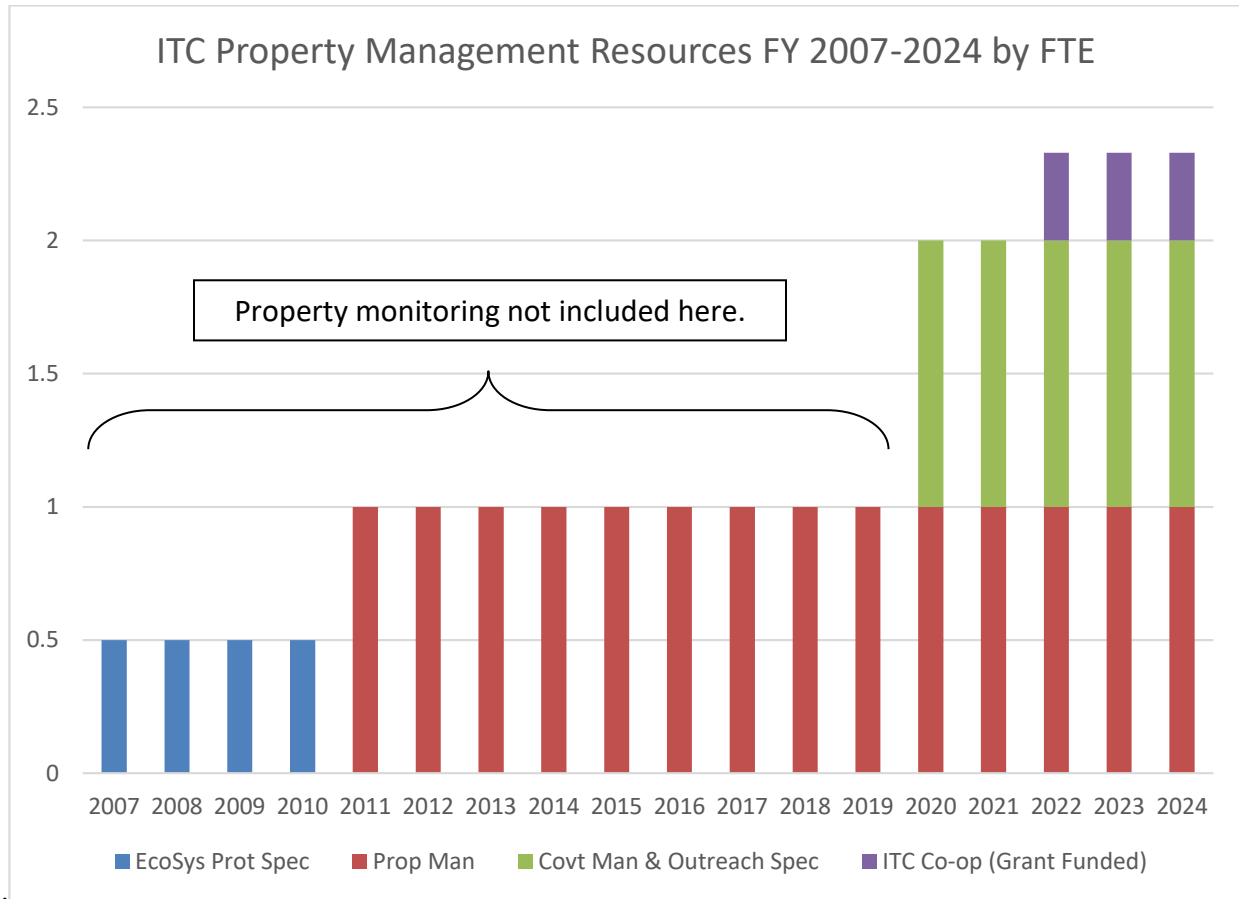
## Appendix A: Organization Chart for Islands Trust Conservancy



Current ITC staff:

1. Manager
2. Ecosystem Protection Specialist (Classification level 24 (Planner 2 equivalent))
3. Communications Specialist
4. Property Management Specialist (Classification level 21 (Planner 1 equivalent))
5. Covenant Management and Outreach Specialist (position created in 2019 upon the retirement of longstanding contract monitors) (Classification level 21 (Planner 1 equivalent))
6. Strategic Fund Development Specialist
7. Species at Risk Coordinator
8. Administrative Assistant
9. Coop Student (seasonal)

## Appendix B: Protected area management staff levels since 2007



Note: Protected area management until 2011 was done by the Ecosystem Protection Specialist. In 2011, protected area management was removed from the Ecosystem Protection Specialist role. This chart does not reflect that in 2019 ITC discontinued a long-standing part-time covenant monitoring contract that represented about 0.3 FTE.



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

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

| TO BE COMPLETED BY INITIATOR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Initiated by (name, title):</b><br><br>Islands Trust Conservancy Board                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Budget Source</b> (select all that apply):<br><br><input checked="" type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)<br><input checked="" type="checkbox"/> Third Party Contractors<br><input type="checkbox"/> Staff Travel Expense<br><input type="checkbox"/> Staff Overtime Expense<br><input type="checkbox"/> New Staff Member – Temporary for project<br><input type="checkbox"/> Computer Hardware/Software<br><br><input type="checkbox"/> <b>Furniture &amp; Equipment</b><br><br><input checked="" type="checkbox"/> <b>Computer Hardware/Software/Supplies</b><br><br><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)<br><input type="checkbox"/> Permanent<br><input type="checkbox"/> Temporary<br>Temp Duration: _____<br><br><input type="checkbox"/> <b>Other – please describe:</b> _____ |
| <b>Business Area:</b><br><br>Islands Trust Conservancy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Name of Request:</b><br>Protected Area Management Software<br><br><b>\$20,000</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Date of Funding Request Submission:</b> 1/23/2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Funding Required for (date range):</b> April 1, 2024 to March 31, 2025. In addition, an estimated additional \$7,000 per year for annual license fees for software.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>ISSUE/OPPORTUNITY:</b><br><br>The Islands Trust Conservancy is experiencing a growth in the number of properties and the complexity of protected area management and other issues, but staff do not have adequate software to manage information about protected areas and associated management action. This proposal is to hire a contractor to assist the Islands Trust with selecting and implementing new software, and for software licencing costs. The Islands Trust Conservancy Board, following a review of a Business Solution Options document on January 23, 2024, is advancing this business case providing context and options for protected area management issues. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

**No dedicated protected area management software**

As a cost-efficient approach, Islands Trust Conservancy (ITC) staff have been trying to use Islands Trust's existing mapping database, *TAPIS Info*, to store, organize, and run reports on protected area management information, even though the structure and functionality of this software is cumbersome for this purpose. The software offers limited ability to record and track such basic information as landholder turnover on a covenanted property or to link management concerns or breaches to properties, and cannot generate any type of report about ITC's nature reserves or covenants without laboriously reviewing each individual file to compile information. This approach is an inefficient use of staff time, hampers quality corporate and long-term financial planning, and is negatively affecting staff morale.

In addition, Information Services staff have advised ITC staff that ITC will need to migrate to an off-the shelf database product at some point as *TAPIS Info* is not a long-term solution to ITC's key functional need for supporting ongoing property data tracking.

**PROJECTED RESULTS/DELIVERABLES:**

The projected results and deliverables resulting from a transition to a new protected area management database from the legacy *TAPIS Info* include:

**Enhanced Protected Area Management System**

The implementation of modern protected area management software will result in an enhanced protected area management program for the Islands Trust Conservancy. The new system will offer improved functionalities and capabilities, addressing the limitations of the current *TAPIS Info* application.

**Expanded Reporting Capacity**

New software will offer expanded reporting capabilities, allowing for more comprehensive data analysis and generating valuable insights from the available information. This will support evidence-based decision-making, and reduce wasted staff time.

**Improved Efficiency and Productivity**

Dedicated protected area management software will lead to improved efficiency and productivity.

**Long-term Sustainability**

New protected area management software will position the Islands Trust Conservancy for long-term sustainability in managing properties and covenants, and will help the Board and staff make informed decisions into the future.

**RISK ASSESSMENT:**

| Risks                                                                                                                        | Impact                | Mitigation                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Unavailability of Information Systems staff</b><br>Unavailability of Information Systems staff to assist with the project | High<br>Medium<br>Low | ITC staff will consult with Information Systems Manager early to plan the project and adjust project as required to accommodate other planned initiatives. |
| <b>Lack of staff for procurement/contract management</b>                                                                     | High<br>Medium<br>Low | ITC staff will provide advice to the ITC Board regarding which work items to delay to accommodate contract management                                      |

|                                                                                                                                                                                                                                                                                                                                |                       |                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Management of procurement processes and contracts is not feasible with existing ITC staff resources                                                                                                                                                                                                                            |                       |                                                                                                                                                                                                                                                                                                                                         |
| <b>Procurement Challenges</b><br>It may be challenging to identify a contractor to assist with needs assessment, software research and selection, data migration, and staff training (including user manual) in the specialized area of protected area management for conservation areas.                                      | High<br>Medium<br>Low | <b>External expertise</b><br>Staff will involve BC Bid staff to seek advice on procurement in this area. Staff will also reach out to the broader land trust movement to ask for recommendations. ITC staff will also ensure that Information Systems staff are involved in the process to ensure ongoing support needs are considered. |
| <b>No off-the-shelf software options</b><br>No off-the-shelf software is available to meet ITC needs                                                                                                                                                                                                                           | High<br>Medium<br>Low | <b>Delay other work</b><br>ITC staff will consider options and return to the ITC Board for discussion of next steps                                                                                                                                                                                                                     |
| <b>Technical Challenges</b><br>Implementing a new software system, can pose technical challenges during the transition phase. Data migration, system compatibility, and potential software bugs or glitches may arise, impacting the smooth functioning of the integrated system.                                              | High<br>Medium<br>Low | <b>Pilot Testing and User Feedback</b><br>Conduct comprehensive pilot testing of the integrated system with a selected group of staff to identify and address technical challenges. Gathering user feedback during this phase will help refine the system before full deployment.                                                       |
| <b>Staff Training and Adoption</b><br>Ensuring that staff members are adequately trained and comfortable using the new integrated system is essential. Resistance to change or lack of proper training can lead to inefficiencies and reduced productivity during the initial stages of implementation.                        | High<br>Medium<br>Low | <b>Comprehensive Training Program</b><br>Develop a comprehensive training program to educate staff members on using the new integrated system effectively. Providing ongoing training and support will aid in the system's smooth adoption.                                                                                             |
| <b>Data Security and Privacy</b><br>With external software handling sensitive landowner and protected area management data, there is an increased risk of data breaches, unauthorized access, or potential privacy violations. Protecting confidential information and ensuring robust data security measures become critical. | High<br>Medium<br>Low | <b>Data Security Measures</b><br>Implement robust data security protocols, such as encryption, and access controls.                                                                                                                                                                                                                     |
| <b>Cost Overruns:</b> Software projects can be subject to unexpected costs, such as additional customization or third-party                                                                                                                                                                                                    | High<br>Medium<br>Low | <b>Clear Project Scope and Contingency Planning</b><br>Define a clear project scope, undertake needs assessment process prior to software selection, and have contingency plans in place for potential cost overruns or delays. Regular                                                                                                 |

|                                                                                                              |  |                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------------------------------------------------------------------|
| integration requirements. Budget overruns could strain the financial resources allocated for the initiative. |  | monitoring and reporting of project progress can help identify any deviations from the plan and take corrective action. |
|                                                                                                              |  |                                                                                                                         |

#### ALTERNATIVES CONSIDERED:

##### Option 1: Status Quo (Do Nothing)

**Benefits:** No immediate financial investment required, and minimal disruption to current operations.

**Risks:** Continued use of the outdated, inefficient systems that present with its limitations and inefficiencies. Inability to effectively track enforcement of covenant breaches and trespasses in nature reserves which may result in inability to enforce covenants and take legal action against trespass.

**Financial Implications:** No direct financial costs, but potential missed opportunities for improvement and staff time savings.

**Resource Requirements:** No additional resources required.

**Other Implications:** Hindered achievement of strategic objectives related to ITC protected area management strategy and staff efficiency.

##### Option 2: Internal process to select software (no contracted support)

**Benefits:** Lower initial financial investment.

**Risks:** Lack of staff time to implement resulting in project delay/non-completion. Lack of staff expertise in software selection and implementation. A staff-led approach to selecting new software to recommend has been the de-facto approach for a number of years and has not resulted in success.

**Financial Implications:** Savings of \$15,000 in proposed project budget.

**Resource Requirements:** 200 hours of ITC Manager time. Given that the ITC Manager's time is already over-allocated, and the Manager is required to lead engagement with First Nations on the next ITC Plan in 2024/25, this is not feasible. If a new Protected Areas Manager position is created, this position could take on the project, but would be a need to balance with a backlog of other priority Board projects waiting to be addressed. It is also unknown if this person would have the required technical knowledge for data migration.

In addition, 200 hours of ITC Manager time to participate in needs assessment and training, 70 hours from both the ITC Property Management Specialist and ITC Covenant Management and Outreach Specialist would be required to participate in needs assessment, data migration, testing and training. Approximately 5-10 hours for the Information Systems team to be responsible for system security and network access, and advising on compatibility of new software with current software. Additional time may be required for data migration.

**Other Implications:** Risk of inadequate process leading to selected software that may not fully address long-term needs, risking inadequate technology for future growth and challenges.

##### Option 3: Contracted software selection and implementation support and purchase of protected area management licence

**Benefits:** Dedicated resource for needs assessment, software selection, data migration and training/documentation as well as longer-term benefits that include staff time savings, staff stress reduction, better reporting and analysis, and long-term financial planning.

**Risks:** As set out above.

**Financial Implications:** Highest initial investment, but offers highest likelihood of project success and potential cost savings in the long run.

**Cost Summary**

|                                                                                         |          |
|-----------------------------------------------------------------------------------------|----------|
| Software Licenses & Subscriptions – 2024<br>estimated                                   | \$5,000  |
| Contracted needs assessment/software<br>selection/data migration/training/documentation | \$15,000 |

**Total** **Approx. \$20,000**

**Resource Requirements:** 70 hours of ITC Manager/Protected Areas Manager time to procure, let and manage contract with support from Finance and Information Systems staff and a further 20 hours to participate in needs assessment and training. 70 hours from ITC Property Management Specialist and ITC Covenant Management and Outreach Specialist to participate in needs assessment, data migration, testing and training. Approximately 5-10 hours for the Information Systems team to be responsible for system security and network access, and advising on compatibility of new software with current software. Additional time may be required for data migration.

**Other Implications:** Aligns with strategic objectives, providing a modern and efficient solution to address current and future ITC protected area management challenges.

**CRITICAL SUCCESS FACTORS:****Contractor Procurement**

A knowledgeable contractor will be essential to ensuring the correct software is identified and properly customized.

**User Engagement**

The active involvement and engagement of system users is critical for the successful selection and implementation of the a new software system. User input, feedback, and buy-in are essential to ensure the system meets their needs and expectations.

**Data Migration and Integration**

The smooth migration of data from the legacy systems to the new system and seamless integration with other systems is crucial for data accuracy and system functionality.

**Comprehensive Training**

Adequate training for staff members on using the new system effectively is essential to maximize its benefits and ensure a smooth transition from the old systems.

**Effective Change Management**

A well-structured change management strategy is necessary to address potential resistance to change and ensure a positive transition for staff.

**Timely Implementation**

Adhering to a realistic and achievable timeline for implementation is vital to avoid delays and cost overruns and potential disruptions to ongoing land use regulation processes.

Among the identified factors, all are considered critical to the success of this initiative.

Outcomes if critical success factors are not met:

**Ineffective Use of the New System**

Without a careful selection process and user buy-in, the new system may not be used to its full potential and may not be a good fit resulting in suboptimal protected area management planning and reporting and missed opportunities for improved efficiency.

**Data Inconsistencies and Inaccuracies**

If data migration and integration are not executed properly, the new system may lack essential historical data, leading to data inconsistencies and hindering informed decision-making.

**Reduced Efficiency**

Inadequate training for staff may lead to reduced efficiency in using the new system, resulting in increased administrative burden and staff stress.

**Delayed Implementation**

If the initiative faces significant delays in implementation, the Islands Trust may continue to suffer from the limitations of the current systems, hindering progress towards strategic objectives.

In summary, meeting critical success factors, such as user engagement and comprehensive training is essential for the successful implementation and effective utilization of protected area management information. Failure to address these factors may lead to inefficient processes, data inconsistencies, and delayed progress, hindering the achievement of the strategic goals of the Islands Trust.

**RECOMMENDED OPTION:**

Recommendation: Based on the evaluation of the options, the preferred choice is:

**Option 3: Contracted software selection and implementation support and protected area management licence purchase****Summary of Reasons for Choosing Option 3****Comprehensive Solution**

Provides a comprehensive solution that addresses all the identified issues and limitations of the current legacy systems. By opting for contracted support with all components of software selection and implementation, there is a high likelihood of success.

**Streamlined Processes**

Introduction of dedicated protected area management software will streamline protected area management processes and consolidate information, leading to staff time efficiencies and better reporting to Board.

**Supports Improved Corporate/Financial Planning**

Consolidation of information into protected area management software will assist staff to develop future budgets and long-term financial estimates. Current systems hamper data analysis/consolidation.

**Mitigating Risks**

While seeking and implementing new software may pose some implementation challenges, the benefits of new software outweigh these risks. Adequate planning, staff training, and change management can mitigate potential obstacles.

In conclusion, Option 3, which involves seeking external assistance to select and implement new protected area management software offers the optimal solution to address the identified issues and opportunities. By embracing this approach, Islands Trust Conservancy will be able to continue operations, and improve protected area management while increasing staff satisfaction and providing better information to the ITC Board and Trust Council in alignment with their strategic goals.

## **COST/BENEFIT ANALYSIS:**

### **Quantitative Considerations**

#### **Financial Costs:**

##### **Cost Summary**

|                                                                                      |                 |
|--------------------------------------------------------------------------------------|-----------------|
| Software in Year 1                                                                   | \$5,000*        |
| Contracted needs assessment/software selection/data migration/training/documentation | \$15,000        |
|                                                                                      |                 |
| <b>Total</b>                                                                         | <b>\$20,000</b> |

##### **Maintenance and Upgrades**

Ongoing costs related to system maintenance, updates, and potential upgrades should be considered. Ensuring the system remains up-to-date and compatible with future requirements is essential for long-term sustainability.

Software Maintenance **\$7,000\*** (\$5,000 year 1)

\*Software costs are based on preliminary conversations with other land trusts about software options.

#### **Financial Benefits (Savings):**

##### **Efficiency Gains**

New protected area management software will lead to staff time efficiencies. In time, the TAPIS Info system can be phased out (assuming the bylaw enforcement information moves to CityView) reducing maintenance and support costs.

### **Qualitative Considerations**

#### **Non-Quantifiable Costs:**

##### **Learning Curve**

Staff and stakeholders may require time to adapt to the new system, which could impact productivity during the initial transition period.

##### **Change Management**

The organization will need to invest in change management efforts to address resistance to change and ensure smooth adoption of the new system.

#### **Non-Quantifiable Benefits:**

**Improved Decision-Making**

New data and reporting capabilities can empower decision-makers with better insights and data-driven information for strategic and financial planning.

**Transparency and Accountability**

The new system can enhance transparency for the protected area management program in terms of better reporting and analysis of actions/costs, leading to increased public trust in the organization.

In summary, the quantitative considerations involve financial costs and benefits, with the initial investment being the main financial concern. On the other hand, qualitative considerations encompass non-quantifiable aspects such as the learning curve, change management efforts, and the potential for improved decision-making, and transparency.

**PURCHASING PROCEDURE:**

The procurement of a contractor and the new software will comply with the Procurement Policy.

**PROPOSED IMPLEMENTATION STRATEGY:**

The roll-out of the recommended solution, which involves procuring a contractor and selecting and implementing a software solution will be executed in a phased approach to ensure smooth implementation and minimal disruptions. The specific features of the roll-out are as follows:

**Phase 1: Project Planning and Preparation**

- Define project scope, objectives, and deliverables.
- Appoint a project team and project manager.
- Procurement process to select contractor
- Initiate contract negotiations with the selected vendor.

**Phase 2: Needs Assessment/software research process**

- Contractor to conduct needs assessment interviews with select staff and Board members
- Contractor to research available software
- Recommendation and selection

**Phase 3: System Configuration and Customization/Data Migration**

- Contractor to work with the vendor to configure new software to meet the organization's specific needs.
- Migrate data into the new software with contractor support
- Update data to ensure that data for each property is complete
- Conduct thorough testing to ensure the module functions as intended.
- Contractor to develop user manual

**Phase 4: Training and User Acceptance Testing**

- Provide comprehensive training to staff members and stakeholders on using the new software effectively.
- Conduct user acceptance testing to validate the system's functionality and address any issues before the full deployment.

**Phase 5: Full System Deployment**

- Roll out the new software to all relevant staff and report to Board.
- Monitor the system's performance and address any additional feedback or issues.

**Phase 7: Post-Implementation Support and Optimization**

- Provide ongoing support to users and address any post-implementation issues.
- Continuously optimize the system based on user feedback and evolving needs.

**Timeline and Anticipated Date of Completion**

The timeline for the roll-out of the recommended solution will be dependent on the procurement of a contractor, the results of the needs assessment process, and the extent of customization required for the new software. However, based on preliminary estimates the anticipated date of completion for this initiative is approximately nine months from the project initiation. It is important to note that this timeline is subject to adjustments based on unforeseen challenges that may impact the implementation process. Close monitoring and effective project management will be critical in adhering to the timeline and achieving a successful roll-out.

**STAFF RESOURCING:**

Staff Resources Needed for the Initiative include:

**Project Manager – ITC Manager (and/or ITC Protected Areas Manager if approved)**

- The project manager will oversee the entire implementation process, including planning, coordination, and monitoring.
- Will participate in needs assessment and training.
- Hours Required: Approximately 90 hours throughout the project.

**Property Management Specialist and Covenant Management and Outreach Specialists**

- Will support the needs assessment and data migration.
- Will participate in needs assessment and training.
- Will participate in testing, provide feedback, and validate system improvements.
- Hours Required: Approximately 70 hours each throughout the project.

**Information Systems Team (Technical Staff)**

- The Information Systems team will be responsible for system security and network access, and advising on compatibility of new software with current software.
- Hours Required: Approximately 5-10 hours throughout the project. (Additional time may be required for data migration.)

Total Estimated Staff Hours: 240 hours.

**Assessment of Expected Staff Hours**

While the project will demand a significant amount of staff time from already fully-subscribed staff members, this is resolved somewhat if a new Protected Areas Manager position is created and filled. Ultimately, the project will result in increased staff efficiency and productivity.

## **CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

### **Concerns and Mitigation Strategies**

#### **Change Resistance**

The introduction of a new system and optimized workflows may encounter resistance from staff members accustomed to the existing processes. To address this concern, there will be clear, regular communications about the project, and a comprehensive training program will be developed to build staff confidence in using the new system.

#### **Training and Support**

Adequate training and support for staff and end-users will be vital to ensure a smooth transition to the new system. A comprehensive training program will be developed as part of the service contract to equip staff with the necessary skills to utilize the database. The contractor will provide a user manual to provide ongoing support.

### **Communication and Collaboration Strategies**

#### **Needs Assessment Session**

A Needs Assessment Session will be organized to gather input from protected area management and information services staff. These sessions will provide a platform for open dialogue, allowing staff to express their needs, concerns and suggestions, and fostering a sense of ownership in the initiative.

#### **Regular Progress Updates**

Regular progress updates will be communicated to all staff and the Board to keep them informed about the status of the implementation. This will include milestones achieved, any changes to the project plan, and upcoming activities. Transparent communication will foster trust and ensure that staff and the Board are well-informed.

#### **Change Champions**

Identifying change champions within the organization who are enthusiastic about the initiative and can advocate for its benefits will be instrumental in overcoming resistance and promoting buy-in among staff members. These champions will serve as role models and provide support during the transition. Given the current challenges, and the number of years they have persisted, it is expected that protected area management staff and Information Services staff will be enthusiastic champions and participants.

#### **Collaborative Decision-Making**

Encouraging collaborative decision-making will ensure that all perspectives are considered in the customization of the software.

#### **Identification of Other Stakeholders**

In addition to the protected area management staff, the following groups may also be involved:

##### **Information Systems Department**

The Information Services department will play a crucial role in providing advice and technical support, and assisting with data migration as needed.

##### **Finance Department**

The Finance Department may be involved in budget and contract planning and financial approvals related to the initiative.

**Leadership Team**

The management team's support and buy-in will be critical for the success of the initiative.

An inclusive and well-coordinated approach to change management, communication, and collaboration will facilitate a smooth and successful implementation of long-awaited protected area management software.

Clare Frater, Director, Trust Area Services

Initiator Name, Title

January 17, 2024

Date

Islands Trust Conservancy Board

Reviewed by Department Lead: Name, Title

January 23, 2024

Date



# **Islands Trust Conservancy Protected Area Management Capacity Business Solution Options Document**

|                         |                                                                                                                    |
|-------------------------|--------------------------------------------------------------------------------------------------------------------|
| <b>Author:</b>          | Clare Frater,<br>Director, Trust Area Services, Islands Trust with<br>support from Islands Trust Conservancy staff |
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| <b>Version:</b>         | V 0.1                                                                                                              |

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## **1.0 Executive Summary**

### **1.1 Business Problem and Opportunity**

The Islands Trust Conservancy (ITC) Board has proposed a three-year plan to the Minister, has an adopted regional conservation plan and property management strategy, and currently manages 113 properties. ITC takes on approximately three new properties each year as nature reserves or conservation covenants.

The ITC Board has identified that needs related to management of ITC protected areas continue to grow yet the staff hours available have not grown. The ITC Board has requested “staff to conduct an analysis of protected area management needs relative to available staff hours and return to the ITC Board with a summary of the analysis and available options.”

### **1.2 Options Considered**

Option 1: Fund new permanent Protected Areas Manager position

Option 2: Fund contract advice on protected area management policy issues

Option 3: Fund protected area management technology improvements

Option 4: No change to budget or staffing

Option 5: Reduce protected area management or monitoring activities and cease acquisition of new protected areas

### **1.3 Recommended Decision**

Option 1: Fund new permanent Protected Areas Manager position

Option 3: Fund protected area management technology improvements

## 2.0 Introduction

### 2.1 Background

The mission of Islands Trust Conservancy (ITC) is to protect special places by encouraging, undertaking, and assisting in voluntary conservation initiatives within the Islands Trust Area. ITC currently monitors and manages 34 nature reserves and 79 conservation covenants covering 706 ha and 677 ha respectively for a total of 1,383 ha. ITC increases its protected areas by approximately three per year. Management of protected areas is becoming increasingly complex due to impacts of climate change; increased issues associated with invasive species, degraded ecosystems, and species at risk stewardship; commitments to engagement of First Nations in management activities; increases in the number of new landholders and new neighbours; and increasing recreation in nature reserves. ITC capacity is not keeping pace with the increases in protected area management needs.

#### 2.1.1 Legislative and Policy Background

The *Islands Trust Act* sets out in Section 41(1) that “For the purpose of carrying out the object of the trust, the Islands Trust Conservancy must,

- (a) subject to the regulations, administer the trust fund **and manage** [emphasis added] the property of the trust fund,
- (b) prepare a trust fund plan in accordance with section 44,
- (c) file an annual report in accordance with section 46, and
- (d) carry out any other duties that the minister or Lieutenant Governor in Council, by order, directs.”

The ITC Five-Year Plan, approved by the Minister of Municipal Affairs and Housing in January 2018, establishes that the organization will work towards the eight goals and objectives, including the following that are relevant to protected area management:

1. Increase funding available for protected area management and restoration of its protected lands.
2. Establish and deepen relationships with First Nations and work towards building trust by funding opportunities to collaborate with First Nations to integrate Traditional

Ecological Knowledge into management planning, reconnect youth with island ecosystems and other mutually beneficial initiatives.

3. Prevent further loss of the rare and fragile ecosystems of the Islands Trust Area.

The ITC Board submitted a new Three-Year Plan for Ministerial consideration on December 15, 2022, but has yet to receive approval. This approval is expected after January 17, 2024.

The ITC Board has adopted a [Property Management Strategy](#) (2017) that guides its protected area management program. The Strategy's purpose is "to devise a framework to support decision-making regarding protected area management activities on Islands Trust Conservancy owned and covenanted lands with the goal of maintaining or increasing the ecological integrity of the protected area." The conclusion to the Property Management Strategy includes the following:

"Ensuring species and ecological communities at risk thrive within ITC protected areas at current or improved population levels and/or distributions requires we

- know where these species are
- put an ecological monitoring program into place to assess change over time and
- implement adaptive management." [paraphrased]

It concludes by noting that "as work begins on these new objectives a better idea of the budgets associated with them will be determined."

ITC also has policies that guide protected area management:

*ITC Policy 2.3 Acquisition and Management of Land* states that the ITC Board will prepare and approve a management plan for each property it acquires as a nature reserve. The management plan will provide details on the scope and extent of the threats found on the protected area and provide recommendations for how best to address them. The ITC Board will approve a management plan for its properties within one year of acquisition, and will update each management plan approximately every 10 years. ITC Policy 2.3 also states that the ITC will monitor all nature reserves annually, and assess for potential management problems such as trespass, misuse or overuse, vandalism, safety hazards or other concerns or activities as listed in

the management plan. The ITC will take action to address any problems identified, as budgets permit.

*ITC Policy 2.4 Conservation Covenants* states that each property covenanted by the Islands Trust Conservancy will be visited and monitored annually by either ITC staff or an ITC contractor. The monitoring is done to ensure compliance with the conservation covenant.

ITC staff<sup>1</sup> monitor nature reserves and conservation covenants annually to:

- assess the character and key features of the sites,
- evaluate the effectiveness of the management program,
- identify any new issues that need to be addressed by ITC and/or the covenant holders, and
- identify and respond to any trespass that may lead to breaches to the terms of the conservation covenant.

Annual compliance monitoring involves contacting the landholder/partners to coordinate the monitoring visit; walking the land along established monitoring routes, including along accessible property boundaries and any trails; filling out a site monitoring form that takes into account the standard land use restrictions under a conservation covenant; taking repeat photos at established monitoring stations; documenting any ecological, compliance, and trespass concerns; and providing a final report with management recommendations, which can be followed up on by ITC, covenant co-holders/partners, and landholders as appropriate and as resources permit.

Protected area management generally includes the following activities: invasive species removal, native plant and habitat restoration, exclosure fence installation and maintenance, species or habitat assessments, trail construction and maintenance, signage construction and maintenance, bat and bird box installation and maintenance, dog waste bag removal services, hazard assessments, and, as necessary and guided by policy, mitigation of hazards. In addition, staff respond to trespasses such as unauthorized tree cutting by neighbours or the Ministry of Transportation and Infrastructure and garbage dumping. These management activities are generally delivered under contract. The Property Management Specialist also conveys and

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<sup>1</sup> The Horton Bayviary Nature Reserve on Mayne Island is the only nature reserve not monitored by staff. It is monitored by the Mayne Island Conservancy Society.

advises the ITC Board on requests from scientists to undertake research in ITC nature reserves. (See Appendix 1 for details of position duties).

Previous Board efforts to put constraints on new property securement and to manage work include:

- In 2014, the ITC adopted policy that placed more stringent requirements on assessment of conservation proposals, including a minimum size.
- In early 2018, the ITC further refined its strategy for securing conservation lands by adopting a [Securement Strategy](#).
- In January 2022, in an effort to focus work and achieve manageable workloads for staff the Board passed the following motion concerning its work program:

**ITC-2022-002**

**It was MOVED and SECONDED,**

that the Islands Trust Conservancy Board direct staff to:

1) Focus work for the 2022/23 fiscal year on:

- the Climate Change Project;
- land management and targeted outreach components of the Species at Risk Program;
- development of a Reconciliation Action Plan; and
- administrative needs, including: policy updates, review of staff roles/structure/training, maintenance and updates to internal databases, review of the new website and technology used in the field; and

2) Delay the following work items until the 2023/24 fiscal year:

revision of property management plans;

- monitoring of lands that are protected by other conservation agencies (i.e. parks and nature reserves) or that are considered at low risk of covenant breach or trespass;
- outreach and communications that generate new conservation proposals;
- work on conservation proposals for lands not considered a very high priority for conservation, including those under 8 ha in size; and,
- placing of covenants on ITC Nature Reserves.

- In March 2023, the ITC Board continued its efforts to focus work and achieve manageable workloads for staff:

**ITC-2023-009**

**It was MOVED and SECONDED,**

that the Islands Trust Conservancy Board direct staff to:

1) Focus work for the 2023/24 fiscal year on:

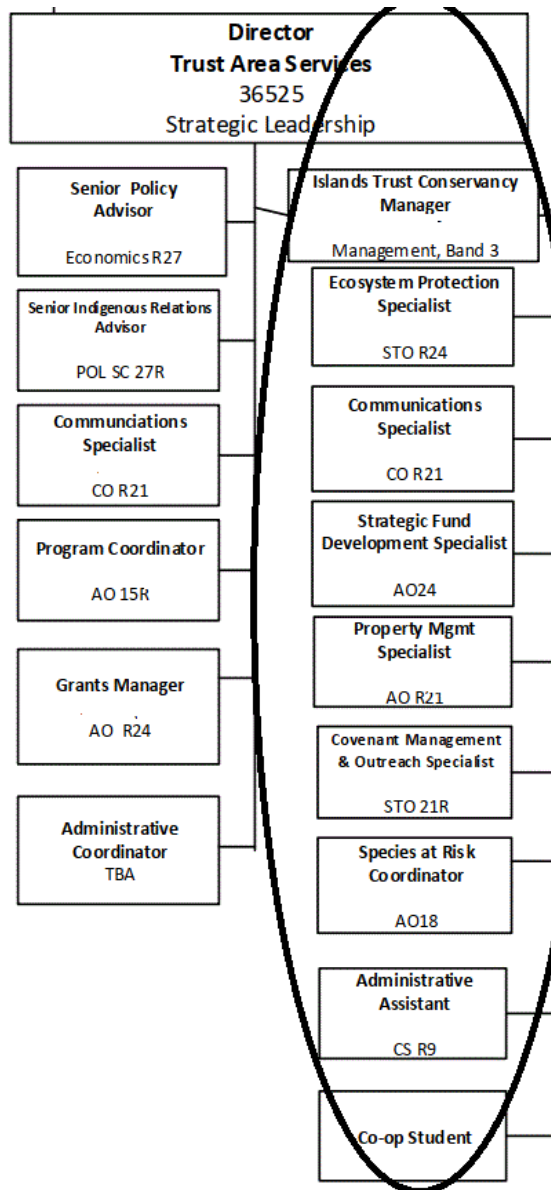
- Land management, land securement and targeted outreach components of the Species at Risk Program;
- First Nations engagement associated with development of the ITC Plan;
- Administrative needs, including: policy updates, maintenance and updates to internal databases (land management and contact management), job description reviews for selected staff, review of the new website and technology used in the field; and
- Working on proposals for conservation lands that are high priority; and

2) Delay the following work items until the 2024/25 fiscal year:

- The Climate Change Project;
- Revision of property management plans;
- Development of a Reconciliation Action Plan;
- Monitoring of lands that are protected by other conservation agencies (i.e. parks and nature reserves) or that are considered at low risk of covenant breach or trespass;
- Outreach and communications that generate new conservation proposals; and
- Placing of covenants on ITC Nature Reserves.

### **2.1.2 Staffing Levels**

Islands Trust Conservancy (ITC) has nine staff positions or 7.87 full time equivalent (FTE) staff positions. The Property Management Specialist, Covenant Management & Outreach Specialist, and Conservation & GIS Technician (summer co-op student, 100% grant funded) positions are dedicated to protected area management while the other positions in the organization offer support while undertaking other duties. The ITC has program funding and, through its budget, contributes proportionally to the Islands Trust's administrative, information services, finance and human resources services.



Current ITC staff:

1. Manager
2. Ecosystem Protection Specialist (Classification level 24 (Planner 2 equivalent))
3. Communications Specialist
4. Property Management Specialist (Classification level 21 (Planner 1 equivalent))
5. Covenant Management and Outreach Specialist (position created in 2019 upon the retirement of longstanding contract monitors) (Classification level 21 (Planner 1 equivalent))
6. Strategic Fund Development Specialist
7. Species at Risk Coordinator
8. Administrative Assistant
9. Coop Student (seasonal)

Current staffing for ITC is shown in Figure 1 and protected area management staff levels from 2007 to present are shown in Figure 2. Protected area management until 2011 was done by the Ecosystem Protection Specialist. In 2011, protected area management was removed from the Ecosystem Protection Specialist role.

Figure 1. Organization Chart for Islands Trust Conservancy.

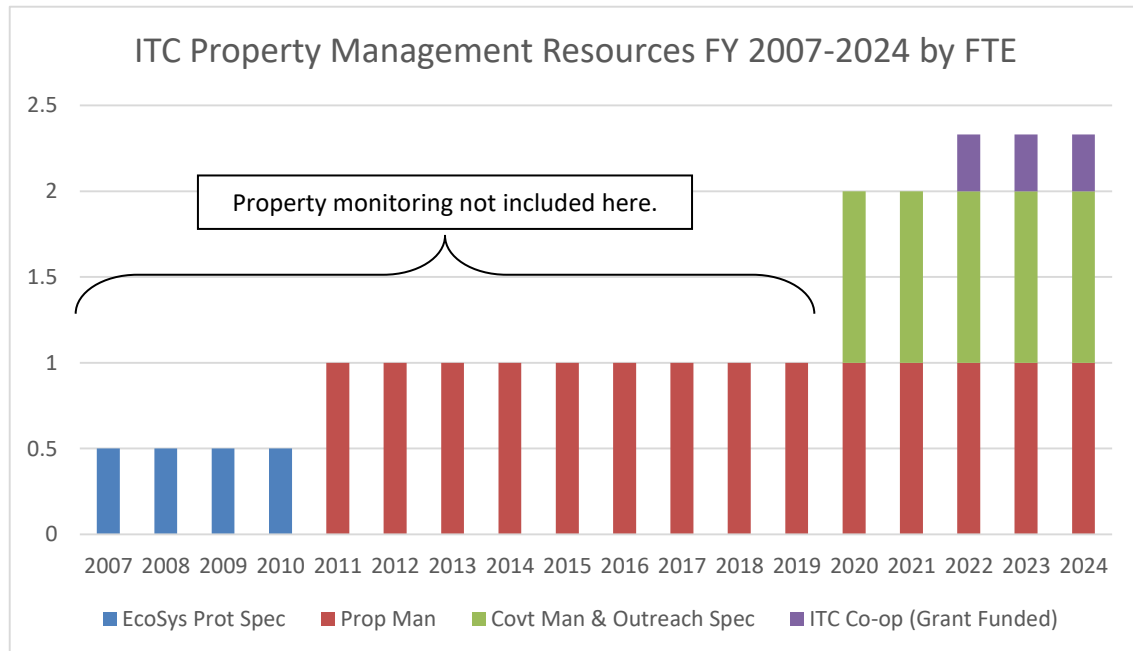


Figure 2. Islands Trust Conservancy (ITC) protected area management staff levels since 2007. This chart does not reflect that in 2019 ITC discontinued a long-standing part-time covenant monitoring contract that represented about 0.3 FTE.

Over the last ten years, ITC's budget has been close to ten percent of the Islands Trust budget, excluding grant income. With grant income, ITC's budget has been between 12-13% of the Islands Trust budget (Figure 3, below).

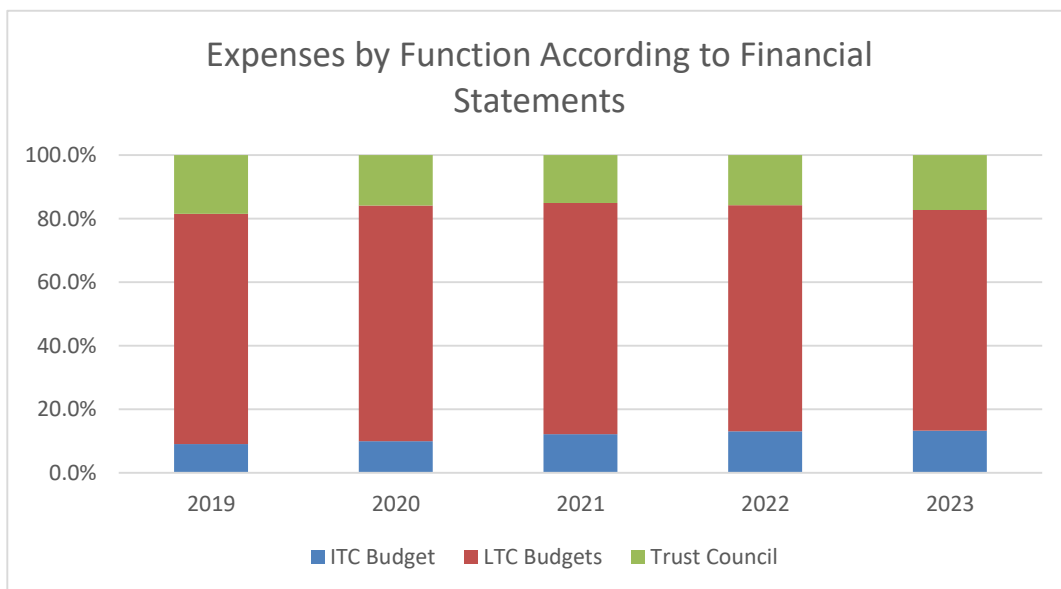


Figure 3. Expenses by function according to Islands Trust Financial Statements (includes ITC's Species at Risk Program funds from Environment and Climate Change Canada).

ITC property management budgets (Figure 4) have doubled in the last ten years. Increases seen between 2020 and 2024 are partly due to grant funding from Environment and Climate Change Canada and additional budget for more complex protected area management needs, such as First Nations engagement. The Board has requested \$166,140 for 2024/25.

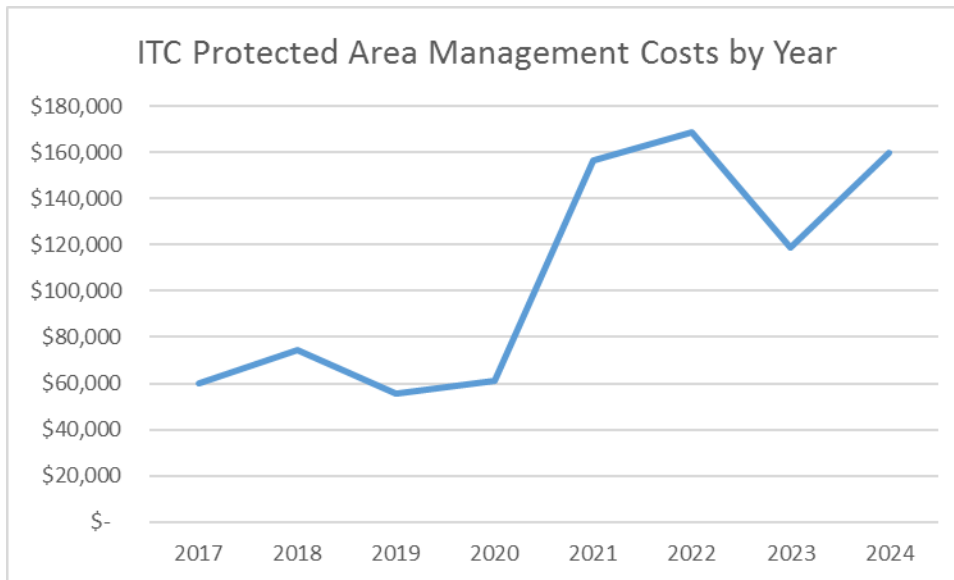


Figure 4. Islands Trust Conservancy Protected Area Management Costs by Year (2024 is budget, while other years are actuals). In 2023, property management budget was reallocated to salaries to assist with protected area GIS work.

### 2.1.3 Number and Size of Properties

The number and size of ITC protected areas has increased steadily since the establishment of ITC (see figures 5 and 6 for increase since 2003). This increase in protected areas is in accordance with ITC Plans, which are required by the *Islands Trust Act*, approved by the Minister of Municipal Affairs and have been reviewed by Trust Council. It is important to note that management effort is not directly correlated to size as some properties have trails, regular public use, specific hazards or features that require special effort, issues with trespass/breaches, are water-access only, etc.

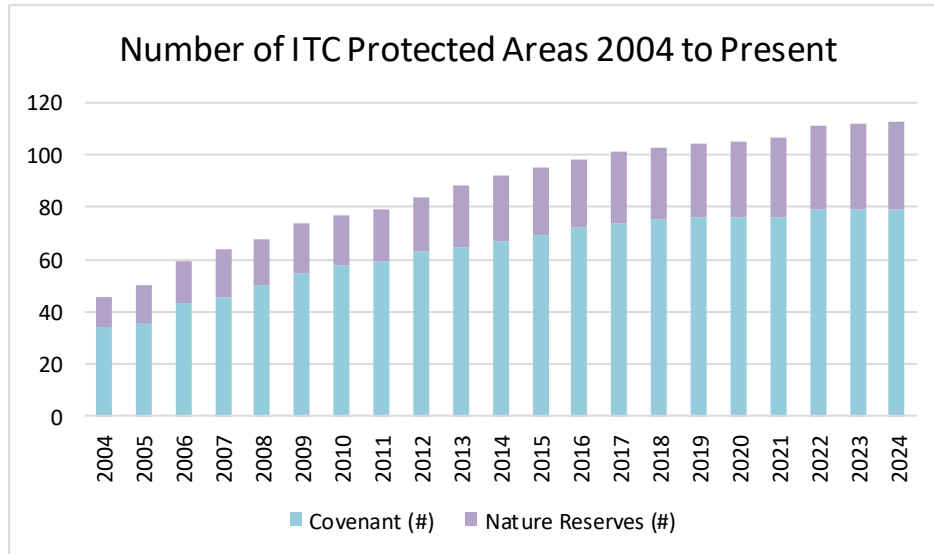


Figure 3. Number of Islands Trust Conservancy protected areas by fiscal year since 2004.

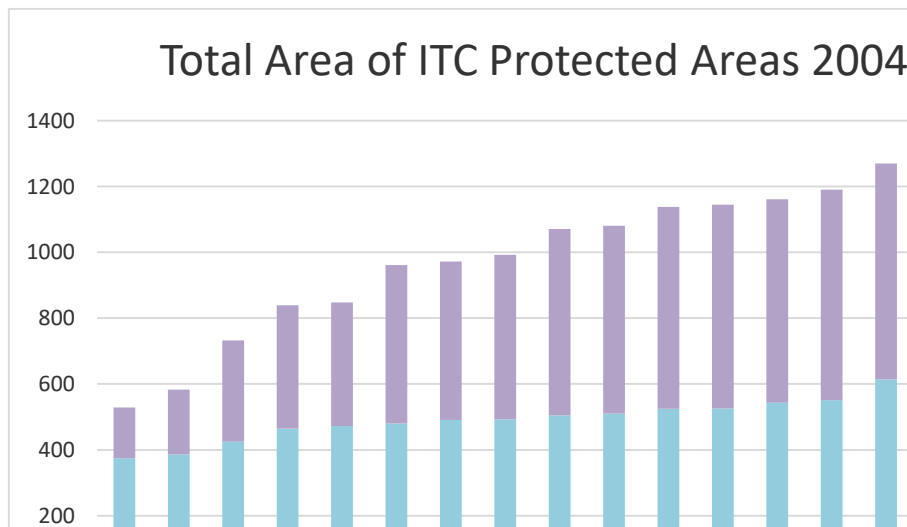


Figure 4. Hectares of Islands Trust Conservancy protected area by fiscal year since 2004.

### 2.1.4 Financial Resources for Protected Area Management

Protected area management costs are primarily funded through Trust Council. To develop annual budget requests, staff use a formula that takes into account the following factors for each new protected area, with base cost estimates established in 2020 and reevaluated on an annual basis to account for inflation. The 2024/25 budget formula for new protected areas is as follows:

| Average Annual Cost                                   | Nature Reserve | Covenant       |
|-------------------------------------------------------|----------------|----------------|
| Management Plan Renewal                               | \$640          |                |
| Recreation Management                                 | \$430          |                |
| Habitat Restoration                                   | \$720          | \$720          |
| Signage                                               | \$70           | \$70           |
| Species/Ecosystem Inventory and Surveys               | \$270          | \$270          |
| First Nations engagement and cultural site management | \$360          | \$180          |
| <b>TOTAL</b>                                          | <b>\$2,490</b> | <b>\$1,240</b> |

Additional costs as determined by protected area:

| Cost Item              | Description                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Travel                 | Water taxi requirements or added days requiring additional ferry fares or overnight stays.                                                                                                                                                                                                                                                                                                                                                   |
| Special Items          | Dependent on special needs of the site. For example, dog waste collection or an increase in recreational management needs for a well-used site.                                                                                                                                                                                                                                                                                              |
| Special Start Up Costs | ITC works hard to pay for expenses associated with land securement but may in some instances require additional budget for costs anticipated to be in excess of its current budget. For example, the above property management budget anticipates signage and management planning needs for one new nature reserve each year. If the ITC were to take on multiple nature reserves in a given year, it may need to request additional budget. |

Since 2020/21, Islands Trust Conservancy has received a contribution from Environment and Climate Change Canada for its Species at Risk Program. Portions of this contribution are allocated to protected area management activities specific to protection of species at risk. These activities are generally coordinated by the Species at Risk Program Coordinator, supplemental to core protected area management work, and delivered via single- or multi-year

contracts with qualified professionals, due to the new reserved practice legislation for professional biologists. The Species at Risk Program Coordinator and/or protected area management staff have provided assistance to contractors in the field for SAR Program projects, when possible and cost-effective.

In May 2022 the Board passed the following resolution:

**ITC-2022-026**

**It was MOVED and SECONDED,**

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

The grant-funded Species at Risk Program generates additional work for the Property Management Specialist and the Covenant Management and Outreach Specialist who, as site specialists, must coordinate with the SAR Program Coordinator when work is being planned and implemented in the protected areas they manage. Additional work is required of these positions to maintain the Program whenever the Coordinator position is vacant. For some projects that are now in their 4th year, maintenance and monitoring are being coordinated and/or conducted by the Covenant Management & Outreach Specialist. The impact of the Species at Risk Program on the work program of the Property Management Specialist and the Covenant Management and Outreach Specialist is estimated at about 10-15% of their time. As a balance, the Species at Risk Program also fully funds the co-op student position, which saves the Property Management Specialist and the Covenant Management and Outreach Specialist time by performing many of their clerical duties related to monitoring (and provides a second person in the field, for safety purposes).

Available staff hours

The Property Management Specialist has about 1,285 hours available annually for core work while the Covenant Management and Outreach Specialist has about 1,360. A coop student contributes about 420 hours to support monitoring, GIS mapping, and administrative support. While the ITC Manager's workload is currently over allocated, the Manager allocates about 10 hours a week to supporting protected area management.

For the Property Management Specialist, with 34 nature reserves, including one with an older house and caretakers, this provides for approximately 38 hours per nature reserve for management planning, property management, monitoring (including travel) and associated follow-up and reporting to the Board, policy research and issues management.

For the Covenant Monitoring and Outreach Specialist, with 79 conservation covenants, there are 17 hours per covenant per year for monitoring (including travel), associated follow-up and reporting to the Board, landowner contact and education, ecological restoration, invasives species removal, and issues management.

The Conservation & GIS Technician (co-op student) position (approx. 420 hours) is important for safety due to the remote nature of the fieldwork, and has become crucial to the PMS and CMOS for completion of clerical duties such as data entry, monitoring form transcription, monitoring photo management, and as of 2022, mapping of monitoring routes and other mapping projects. The assistance provided by the co-op student ensures that monitoring reporting for the year is completed before next monitoring year begins. This is an important position for the protected area management program as there has been no new resources for ITC administration resources (1 FTE Administrative Assistant position) since the 1990's.

In 2023/24 for the first time since protected area management was removed from the position in 2010, the Ecosystem Protection Specialist contributed staff hours for protected area management. The new Applied Biologist Regulation requires that a member of the College of Applied Biology conducts or supervises any applied biology work. The Ecosystem Protection Specialist is currently the only ITC staff member who meets this qualification, and provided the required professional oversight for protected area management work where the contractor does not yet meet the requirement. In 2023/24, providing this oversight for four nature reserves required approximately 35 hours.

The Islands Trust Conservancy Manager provides oversight of the program including financial management, strategic planning, staff hiring/supervision, contract/procurement processes/approvals, support for policy/enforcement issues, support for engagement with First Nations, reviewing reports to the Board, etc. This takes at approximately 10 hours a week. Due to heavy workload demands in recent years, the Manager has been unable to take on policy

analysis/development work related to protected area management. In addition to supporting the ITC Board and undertaking financial management, complex land negotiations, issues management, engagement with First Nations, participation in inter-governmental working groups, liaison with the Province's Board Resourcing Office, orientation of new Islands Trust staff to the ITC's work, and drafting of referral responses, policies and procedures, the Manager oversees functions such as conservation planning, corporate/workload planning, land/covenant acquisitions, First Nations engagement, communication, strategic fund development and donation management, administration, and program delivery. Recently, the ITC Manager has experienced burnout and health issues, primarily due to workload, and has required medical leave to regain health equilibrium.

## **2.2 Business Problem and Opportunity**

There are insufficient staff hours available to manage properties to the standard expected by the Board (i.e., timely identification and addressing of trespass or covenant violations) while also doing due diligence to:

- respond to an increase in the number and complexity of ecological concerns (e.g., climate change impacts, species at risk);
- address human dimensions of conservation (e.g. First Nations engagement, addressing wildfire risks to communities); and
- accommodate new regulatory requirements (e.g. Applied Biologist Regulation)

There is also a lack of a senior policy advisor position with Islands Trust Conservancy to undertake the policy work expected by the Board and Trust Council to address topics such as wildfire prevention, risk management, climate change impacts.

Furthermore, software and mapping limitations hamper informed management for protected areas.

There is an opportunity to address both issues through additional funding.

## 2.3 Business Solution Options Approach

The Director of Trust Area Services researched and developed this document. The approach to developing the business solution options included the following elements:

- Review of background documentation including ITC policy, historic staffing levels and budgets;
- Interviews with the Property Management Specialist, Covenant Management and Outreach Specialist, the Ecosystem Protection Specialist, the Administrative Assistant, the former Species at Risk Coordinator, the former Information Services Manager, and the Geographic Information System Analyst. (The Islands Trust Conservancy Manager was on leave and unavailable for an interview).
- Discussions with Islands Trust CAO and Director, Local Planning Services
- High-level research on key themes for protected area management/monitoring
- Review of Canadian Land Trust Standards and Practices and the International Union for the Conservation of Nature (IUCN) Guidelines for Management of Protected Areas
  - The Director of Trust Area Services did not have time available to undertake a scan of the management practices of other similar agencies or to undertake a benchmarking exercise to compare staffing levels for protected area management. Benchmarking is expected to be challenging because of the Islands Trust Conservancy has some unique circumstances not experienced by many other conservancies including:
    - High interface with other properties which increases chance of trespass
    - Travel to islands via ferry and water taxi leads to increased staff time/cost
    - Properties are generally smaller so more cost per monitoring visit
    - Protected area management of nature reserves is typically delivered primarily via local conservancies via contract

## 2.4 Current Situation

On May 30, 2023, following a consideration of a Request for Decision budget document that noted “ITC continues to grow its network of protected areas and is nearing the limit of property management staff capacity” the Islands Trust Conservancy Board passed the following resolution to develop a budget proposal for the 2024-2025 budget process:

### **ITC-2023-019**

**It was MOVED and SECONDED,**

that the Islands Trust Conservancy Board direct staff to conduct an analysis of property management needs relative to available staff hours and return to the Board with a summary of the analysis and available options.

In October 2023, the the Islands Trust Conservancy Board passed the following resolutions:

### **ITC-2023-030**

**It was MOVED and SECONDED,**

that the Islands Trust Conservancy Board indicate to Financial Planning Committee and the Islands Trust Council that it is supportive of increased staff capacity for Geographical Information Systems (GIS) in the Trust Council budget as low GIS capacity is impacting the work of the Islands Trust Conservancy.

### **ITC-2023-031**

**It was MOVED and SECONDED,**

that the Islands Trust Conservancy (ITC) Board indicate to Financial Planning Committee that it is preparing a business case for increased ITC capacity due to growth of ITC managed conservation areas.

### 2.4.1 Overview

Currently, the ITC manages 113 properties (79 covenants and 34 Nature Reserves). Typically, ITC is in active negotiation with applicants on five to ten conservation proposals at any given time and closes three negotiations a year. At the time of writing, the ITC is negotiating on four conservation covenants and two nature reserves, after already closing three negotiations in 2023 (one nature reserve and two covenants).

- In 2014, the ITC adopted policy that placed more stringent requirements on assessment of conservation proposals, including a minimum size.
- In early 2018, the ITC further refined its criteria for securing conservation lands by adopting a [Securement Strategy](#).

The Manager typically handles ITC administration as well as nature reserve acquisitions proposals and negotiations, as well as engagement with First Nations on the Islands Trust Conservancy Plan, while the Ecosystem Protection Specialist handles conservation covenant proposals and negotiations, including First Nations engagement related to specific securement projects, and conservation planning. In recent years, the Ecosystem Protection Specialist has taken over land acquisition work due to the Manager's workload.

The Property Management Specialist oversees the development of management plans for all ITC-owned properties and implements the recommendations of these plans as budget permits. Responsibilities include assessing properties for risk to ecological health and human safety, identifying and implementing management activities including habitat restoration and property infrastructure needs (such as signage and trail maintenance), working with partners to manage ITC-owned properties, and negotiating contracts for annual property monitoring and management activities. In recent years, the Property Management Specialist has also been involved in First Nations engagement meetings.

The Covenant Management and Outreach Specialist ensures that ITC's conservation covenants are monitored and managed to preserve the health of their ecosystems and other protected features and is responsible for compliance monitoring, including following up on issues of breach and trespass. The Covenant Management and Outreach Specialist also works with covenant landowners to raise awareness of protected features, resolve conflicts between other land uses and ecological conservation, implement species at risk management and restore ecological systems as needed and permitted under the covenant agreements. In addition, the Covenant Management and Outreach Specialist undertakes outreach and landowner contact activities to raise awareness of land protection options.

The Communications Specialist supports communications initiatives related to protected area management.

The Administrative Assistant supports the team with administrative duties. Over the last two years, ITC has hired a contractor to help alleviate overloads to the Administrative Assistant's workload, due, in part, to increased protected area management activity. Additional contract support has been requested again for 2024/25.

The ITC Manager's workload is beyond full-time hours. It is challenging for the Manager to manage a staff of eight direct reports, who span a range of specialties, and also deliver on projects such as engagement with First Nations on the Islands Trust Conservancy Plan, and corporate planning work.

#### **2.4.2 Current Business Issues**

This section describes business issues related to protected area management/monitoring as well as fundraising.

##### Protected area management/monitoring

The ITC has reached or exceeded the capacity of staff to manage and monitor properties, and respond to breaches and trespasses while also working towards strategic goals and objectives set out in the Five/Three-Year Plan and Regional Conservation Plan (listed above) and addressing emerging issues.

Prior to 2020, ITC property budgets increased at the request of the ITC Board without reference to an increase in number of properties or hectares of protected area or inflation. This approach led to underfunding of protected area management activities which the ITC Board addressed by successfully requesting a substantial increase to the property management budget in 2019/20. A result of the chronic underfunding there was a backlog of management activities to address, which staff are still working on.

As set out in the *Occupiers Liability Act*, ITC has a responsibility to mitigate against the serious risks which the ITC knows have caused or could cause serious injuries to visitors and to take reasonable care to ensure the safety of persons using its lands.

The ITC Board has a commitment to managing its lands in such a way that ecological integrity is maintained or improved over time. Ideally, this includes actively engaging in ecological management such as invasive species removal, species at risk protection, preventing or mitigating recreation damage, and addressing historic disturbances of the land. At this time, the ITC's core protected area management programs meet basic requirements of land care. The core program does not include regular ecological monitoring to determine if the ecological values protected are being sustained, there is no routine monitoring of species at risk, trail maintenance is limited to addressing serious hazards, there is limited invasive species removal,

and no systematic tracking or mapping of management concerns. In recent years, through the Species at Risk program, there has been targeted efforts to monitor and restore species at risk and their habitat and this funding has helped to increase conservation values on ITC managed lands.

The Board has also committed to monitoring its conservation covenants annually to ensure compliance and to monitoring its nature reserves annually for safety and trespass. The ITC Board has responsibilities to Environment and Climate Change Canada where it is the recipient of a conservation property that is an ecological gift. ITC currently cares for twenty-seven ecological gifts, eighteen as covenants and nine as nature reserves. Any evidence of breach or trespass must be documented thoroughly and be addressed.

The complexity of protected area management is expected to increase in coming years.

#### Emerging trends

There are a number of emerging trends that are leading to additional work demands on protected area management staff, and by extension, the ITC Manager, and at times, the Director of Trust Area Services.

- Climate change adaptation
  - In 2020, following receipt of a [climate projections report](#), the Board approved a project charter for a climate change project with the objective of conducting analyses of climate change vulnerabilities and potential management recommendations for a pilot set of nature reserves. The project included the following activities:
    - Build relationships to develop First Nations engagement and involvement
    - Consultations with applied ecologists and protected areas managers with other agencies, including hiring consultants
    - Conduct vulnerability assessment and identify potential adaptive management actions on pilot suite of ITC properties
    - Develop communications plan and/or appropriate materials related to this project, subject to communications capacity

- In November 2021, the Board approved an updated Project Charter with revised timelines, and in March 2023, the Board put this work on hold in favour of other work for the Ecosystem Protection Specialist (see resolution on pages 7-8).
- In January 2022, the Board approved pausing new acquisitions and postponing the Regional Conservation Plan progress report in order to allocate more of the Ecosystem Protection Specialist's time to the climate change project. However, due to the number of existing land negotiations underway, in practice, little extra time became available. Due to this capacity constraint, there was limited progress on the climate change impacts project over this time. Preliminary analysis was conducted for one pilot nature reserve and in early 2023, ITC hired a consultant to compile an annotated list of relevant data sets for these analyses.
- In March 2023, the Board paused work on the Climate Change Project until at least 2024/2025.
- Wildfire risk mitigation (related to climate change adaptation)
  - Recent wildfire activity in British Columbia has generated questions and interest in ITC taking actions to assess and manage nature reserves for wildfire, and respond to requests from property owners to address wildfire risk in their covenanted areas. This project requires significant staff time to liaise with other provincial agencies regarding best practices, methodologies, costs, resource needs, timing, safety considerations, liability of acting vs not acting, etc.
- Risk management
  - There is a desire for more policy development related to public safety risk management and mitigation measures (e.g. policy, signage, non-slip surface installation, tree cutting). This project requires time for research and policy development. In May 2023, the Board directed staff to consider discussion of the Board regarding danger tree management in S'ul-hween X'pey (Elder Cedar) Nature Reserve and return to the Board with recommendations including a legal opinion about options for liability and public safety risk management in protected areas.

- New and expanding invasive species infestation management
  - The number and the extent of invasive species in ITC protected areas is large and continuously growing. All of ITC's protected areas are impacted in some way by invasive species. Before covenant monitoring was brought in house in 2019, there was little capacity for monitoring and managing invasive species in covenant lands. Failing to address an infestation early can mean that the costs increase exponentially, and that natural and/or cultural features of a protected area become at risk of degradation. Staff are increasingly finding that some covenant landowners and management group volunteers are less interested or able to take on invasive species removal due to age, and that new covenant landholders lack experience/knowledge/interest/time for invasive species removal.
- First Nations engagement
  - There is a need to more deeply involve First Nations in approval processes for new properties, management planning and management activities. The commitment to engage First Nations in management planning and management activities and to facilitate access to island ecosystems and cultural sites is expected to require additional staff and financial resources. Planning, implementing and monitoring engagement processes requires significant staff time, and requires flexibility in work program delivery. It also requires that staff develop the knowledge and competencies needed. The issues that arise in First Nations engagement related to protected area management frequently also require time from the ITC Manager, the Senior Indigenous Relations Specialist and the Director of Trust Area Services.
- Lack of biologist position in Planning Services
  - Planners regularly ask ITC staff questions related to conservation biology to inform their land use planning work. In December 2023, Trust Council approved a funding application to Environment and Climate Change Canada for a temporary biologist for Planning Services that would start in Fall, 2024 and continue until March 2026. If the application is successful, this position is

expected to provide temporary relief. It is worth noting that the regular act of saying “We don’t have time to help” and explaining why takes time.

- Procurement challenges
  - Procurement for protected area management contractors became more complicated in 2023 when the new provincial [Applied Biologists Regulation](#) took effect. It is now taking staff more time to identify contractors and there is a lack of qualified bidders for some projects. This is resulting in more time than previously needed for routine protected area management work as there is a need to find Registered Professional Biologists to undertake or oversee work.
- Change in property owners and neighbours and a downward trend in volunteer availability
  - As shown through Census data there has been significant growth in population and also a significant change of land ownership in the last five years. This has resulted in new covenant landowners and new neighbours for protected areas. Staff are noting that new residents may not have knowledge about protected areas and may not have the same conservation ethic of previous residents. Most covenant violations in the last five years have involved new owners or new neighbours. This is resulting in the need for more education, and a greater risk of compliance issues encountered during annual monitoring visits,
  - The protected area management program relies heavily on island volunteers, many of whom are in their mid-sixties and seventies or older. Some island conservancies are experiencing difficulties recruiting new volunteers so ITC cannot plan to rely on the same level of islander volunteer effort into the future and needs to plan on more contractor or staff effort.
- A federal Species at Risk grant, which is funding new projects in ITC protected areas
  - The Species at Risk grant has added to the volume of work for the ITC team. While the Species at Risk Coordinator takes on the vast majority of the grant management and contracting there are impacts on the work programs of the Property Management Specialist, the Covenant Monitoring and Outreach Specialist and the Manager (as noted above).

- Technology challenges
  - With an increase in the number of protected areas and the number of issues and management actions per protected area, the information technology tools used by staff are increasingly proving insufficient and problematic. There are four main areas that require improvement:
    - Protected areas management information.

ITC is without a protected area management database. Staff are using the ill-suited *TAPIS Info* application of Planning Services along with rudimentary tools such as Word and Excel to store and manage information for protected areas. Technological solutions are needed to support information analysis, project planning, and reporting.

Information Services staff have advised ITC staff that ITC will need to migrate to an off-the shelf database product at some point as *TAPIS Info* is not a long-term solution to ITC's key functional need for supporting ongoing protected area data tracking. The current software approach results in an inefficient use of staff time, hampers quality corporate and long-term financial planning, and is negatively affecting staff morale.
    - Electronic data collection in the field.

Field staff are now equipped with iPads that function as a GPS and are loaded with ESRI's *Field Maps* software. *Field Maps* has the ability to significantly increase efficiency and effectiveness of data collection for both ITC staff and contractors but the software has only been partially implemented. As a result, ITC staff continue to rely on paper forms to record monitoring information, which is inefficient and presents risks for recording errors that could result in:

      - a Court ruling that the information presented for a trespass/enforcement matter to be insufficient; and,
      - Safety concerns in Nature Reserves not being accurately located or tracked.

- Insufficient GIS staff time
  - The Islands Trust is facing challenges due to the overwhelming demand for GIS services and limited GIS staff resources and support, which is resulting in overload of the Islands Trust GIS Technician, and challenges collecting electronic data in the field. There is insufficient GIS staff time to store, organize and display externally- and internally-generated (information gathered from contractors and staff during management planning, baseline report development Species at Risk surveys and monitoring mapping). Access to mapping hardware and software<sup>2</sup> and data storage is restricted to members of the Information Services department: ITC staff cannot directly access, view, quality control, map, or analyse data. With the transition to digital field data collection, ITC staff are able to view data they collect on properties but have very limited ability to manipulate or analyse this information. With limits to capacity in the Information Services department, and restrictions on access, ITC staff have frequently faced challenges with their ability to view and analyse their data in a timely manner. These challenges with technology are hampering informed decision making, wasting staff and contractor time, and contributing to stress for staff. This is mentioned as it has contributed to challenges delivering protected area management services but it is not addressed below in options as it is the subject of a business case for a new 1.0 FTE GIS Coordinator position (see ITC attachment to the business case for list of specific needs).
  - In 2022, ITC introduced GIS responsibilities for its summer co-op student, and this allowed for training in, and limited access to, Islands Trust's mapping hardware and software by this temporary ITC team member. While the co-op student was able to address ITC's day-to-day mapping needs, their term was too short to address long-standing issues. (To address this situation temporarily, Species at Risk Program funding was reallocated to a temporary GIS Technician position for December 2023-March 2024 to assist with the backlog of ITC mapping work).

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<sup>2</sup> Computers with the necessary software and power to run the mapping programs, and also the associated licenses for individual staff.

### 3.0 Discussion of Options

The following options have been considered and are discussed in more detail below.

Option 1: Fund new permanent Protected Areas Manager position.

Option 2: Fund contract advice on protected area management policy issues

Option 3: Fund protected area management technology improvements

Option 4: No change to budget or staffing.

Option 5: Reduce protected area management or monitoring activities and cease acquisition of new protected areas

#### 3.1 Option 1

Fund new permanent Protected Areas Manager position. This position would report to the ITC Manager and supervise the Property Management Specialist, Covenant Management and Outreach Specialist, Species at Risk Program Coordinator and the Conservation & GIS Technician (Co-op Student). This position would take on protected area management policy analysis related to risk management and climate change adaptation including wildfire prevention, would support First Nations engagement related to protected area management, and would coordinate process and technology improvements. The position would also be a Registered Professional Biologist able to supervise and approve projects as required. A SWOT Analysis (Strengths, Weaknesses, Opportunities & Threats) has been performed on this option as follows:

| Strengths                                                                                                                                                                                                                                                                                                               | Weaknesses                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• More policy analysis capacity for protected area management issues</li> <li>• Will support improved planning of protected area management activities</li> <li>• Will free up the oversubscribed ITC Manager for other duties</li> <li>• Will alleviate staff stress</li> </ul> | <ul style="list-style-type: none"> <li>• Increased cost</li> </ul> |

|                                                                                                                                                                                                                           |                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <ul style="list-style-type: none"> <li>Provides an additional Registered Professional Biologist (RPBio) on the ITC staff for protected area management</li> </ul>                                                         |                |
| <b>Opportunities</b>                                                                                                                                                                                                      | <b>Threats</b> |
| <ul style="list-style-type: none"> <li>Provides increased support and focus on working with First Nations</li> <li>Provides more flexibility for doing small projects in house that require RPBio. supervision</li> </ul> |                |

### 3.1.1 Proposed Implementation Plan

A Protected Areas Manager job description would be developed and posted with an expected hire date in June, 2024.

### 3.1.2 Cost Estimates

Option 1 will require approximately \$104,667 for the 2024/2025 fiscal year. This includes \$96,255 for salary for 10 months and funding for training, travel, cell phone, College of Applied Biology fees and purchase of a new computer. It does not include funding for administrative or equipment costs. The position is expected to cost \$123,918 in 2025/26 for salary for 12 months and funding for training, travel, and cell phone.

### 3.1.3 Risks

The following risks have been identified with this option:

| <b>Risks</b>                                                       | <b>Potential Mitigation Strategy</b>                                         |
|--------------------------------------------------------------------|------------------------------------------------------------------------------|
| Provincial classification of the new position may take a long time | Staff will submit the job description well in advance of expected start date |

### 3.2 Option 2

Fund contract advice on protected area management policy issues. This would involve procuring an external contractor to undertake research and policy analysis on protected area management issues.

A SWOT Analysis (Strengths, Weaknesses, Opportunities & Threats) has been performed on this option as follows:

| Strengths                                                                                                                                                                                                                                                                 | Weaknesses                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Less sense of permanent cost relative to hiring new staff position</li> <li>• Supports the PMS and CMOS by providing important information needed to advise land management decisions</li> <li>• Adds needed resource</li> </ul> | <ul style="list-style-type: none"> <li>• Cost of contracts likely to be similar to a staff position, with less integration with the ITC team</li> <li>• Addresses research and policy analysis components but not implementation</li> <li>• Doesn't solve the issue of the Manager having too many direct reports</li> <li>• Procurement process is time-consuming.</li> </ul> |
| Opportunities                                                                                                                                                                                                                                                             | Threats                                                                                                                                                                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>• Different knowledge, perspectives and expertise gained when specialists are contracted to advise on specific land management issues</li> </ul>                                                                                   | <ul style="list-style-type: none"> <li>• The appropriate contractors may not be available or affordable, resulting in further delays to addressing management issues.</li> <li>• The ITC Manager may be unable to manage a contractor(s) as well as existing staff reports.</li> </ul>                                                                                         |

|  |                                                                                                                                                     |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>An ongoing contract might be seen as a pseudo-staff position and may result in a BCGEU grievance.</li> </ul> |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------|

### 3.2.2 Proposed Implementation Plan

ITC staff would prepare a Request for Proposal seeking services for a protected area management advisor. For efficiency, staff will likely seek the services through one agency for up to five years, but practicalities may require multiple service providers. Services requested would include:

- Land/project management database sourcing
- Climate change adaptation expertise
- Wildfire risk mitigation advice
- Risk management advice

### 3.2.3 Cost Estimates

Option 2 will require approximately \$56,000-84,000 for the 2024/25 fiscal year. This assumes a contractor rate of \$100-150/hour for 16 weeks (140 hours).

### 3.2.4 Risks

The following risks have been identified with this option:

| Risks                                                                                                                                                          | Potential Mitigation Strategy                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Procurement challenges to identify individual or firm who is qualified and available to work as issues arise</li> </ul> | <ul style="list-style-type: none"> <li>Advertise RFP via BC Bid and use networks to promote the opportunity</li> </ul> |
| <ul style="list-style-type: none"> <li>The bids for hourly rates may come in higher than estimated</li> </ul>                                                  | <ul style="list-style-type: none"> <li>No mitigation strategy as depends on marketplace.</li> </ul>                    |

|                                                                                                                                                              |                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Issuing of the required RFP(s) and contract management is not manageable within existing staff resources</li> </ul> | <ul style="list-style-type: none"> <li>• Staff will provide advice to the ITC Board regarding which work items to delay to accommodate contract management</li> </ul> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### 3.3 Option 3

This option includes funding protected area management technology improvements for 2024/25. This would include a needs assessment with staff, research into software options that meet needs and integrate with existing software (e.g. ArcGIS), procurement and purchase of new protected area management software, software integration, data input, development of a user manual, and staff training.

A SWOT Analysis (Strengths, Weaknesses, Opportunities & Threats) has been performed on this option as follows:

| Strengths                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Weaknesses                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Improved accessibility, organization, analysis, and reporting of protected area management information</li> <li>• Supports effective, strategic and transparent decision-making</li> <li>• Supports long-term budget planning</li> <li>• Reduces risk of errors/oversights</li> <li>• Increased efficiency of workflows and project management efficacy will improve staff morale and reduced wasted time trying to</li> </ul> | <ul style="list-style-type: none"> <li>• Increased cost (but reduced costs in terms of staff time)</li> </ul> |

| locate, organize, or extract information                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Opportunities                                                                                                                                                                                                                                                                                                                                               | Threats                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>Allows the organization to generate reports about protected area management topics (e.g. how many properties are over a certain size, how much shoreline area is protected, how many properties have a certain species at risk) to support communications</li> <li>Supports project planning and tracking</li> </ul> | <ul style="list-style-type: none"> <li>If a new Protected Areas Manager position is not introduced, the Manager may be unable to act as project manager and manage a contractor as well as existing staff reports.</li> <li>If there is a lack of appropriate off-the-shelf software available, staff will need to reassess approach</li> </ul> |

### 3.3.2 Proposed Implementation Plan

The roll-out of the recommended solution, which involves procuring a contractor and selecting and implementing a software solution will be executed in a phased approach to ensure smooth implementation and minimal disruptions. The specific features of the roll-out are as follows:

#### *Phase 1: Project Planning and Preparation*

- Define project scope, objectives, and deliverables
- Appoint a project team and project manager
- Procurement process to select contractor
- Initiate contract negotiations with the selected vendor

#### *Phase 2: Needs Assessment/software research process*

- Contractor to conduct needs assessment interviews with select staff and Board members
- Contractor to research available software
- Recommendation and selection

#### *Phase 3: System Configuration and Customization/Data Migration*

- Contractor to work with the vendor to configure new software to meet the organization's specific needs
- Migrate data into the new software with contractor support
- Update data to ensure that data for each property is complete

- Conduct thorough testing to ensure the module functions as intended
- Contractor to develop user manual

*Phase 4: Training and User Acceptance Testing*

- Provide comprehensive training to staff members and stakeholders on using the new software effectively
- Conduct user acceptance testing to validate the system's functionality and address any issues before the full deployment

*Phase 5: Full System Deployment*

- Roll out the new software to all relevant staff and report to Board
- Monitor the system's performance and address any additional feedback or issues

*Phase 7: Post-Implementation Support and Optimization*

- Provide ongoing support to users and address any post-implementation issues
- Continuously optimize the system based on user feedback and evolving needs

### 3.3.3 Cost Estimates

Option 3 will require \$20,000 for the 2024/25 fiscal year.

### 3.3.4 Risks

The following risks have been identified with this option:

| Risks                                                                                                                                                 | Potential Mitigation Strategy                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Unavailability of Information Systems staff to assist with the project</li></ul>                              | <ul style="list-style-type: none"><li>• Consult with Information Systems Manager early to plan the project and adjust project as required to accommodate other planned initiatives.</li></ul> |
| <ul style="list-style-type: none"><li>• Management of procurement processes and contracts is not feasible with existing ITC staff resources</li></ul> | <ul style="list-style-type: none"><li>• Staff will provide advice to the ITC Board regarding which work items to delay to accommodate contract management</li></ul>                           |
| <ul style="list-style-type: none"><li>• It may be challenging to identify a</li></ul>                                                                 | <ul style="list-style-type: none"><li>• Staff will involve BC Bid staff to</li></ul>                                                                                                          |

| Risks                                                                                                                                                                                                                                                                                                               | Potential Mitigation Strategy                                                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>contractor to assist with needs assessment, software research and selection, data migration, and staff training (including user manual) in the specialized area of protected area management for conservation areas.</p>                                                                                         | <p>seek advice on procurement in this area. Staff will also reach out to the broader land trust movement to ask for recommendations. ITC staff will also ensure that Information Systems staff are involved in the process to ensure ongoing support needs are considered.</p> |
| <ul style="list-style-type: none"> <li>No off-the-shelf software is available to meet ITC needs</li> </ul>                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>None. Staff will consider options and return to the ITC Board for discussion of next steps</li> </ul>                                                                                                                                   |
| <ul style="list-style-type: none"> <li>Data migration, system compatibility and potential software bugs/glitches pose technical challenges to implementing the new software</li> </ul>                                                                                                                              | <ul style="list-style-type: none"> <li>Conduct comprehensive pilot testing of the integrated system with a selected group of staff to identify and address technical challenges.</li> </ul>                                                                                    |
| <ul style="list-style-type: none"> <li>Ensuring that staff members are adequately trained and comfortable using the new integrated system is essential. Resistance to change or lack of proper training can lead to inefficiencies and reduced productivity during the initial stages of implementation.</li> </ul> | <ul style="list-style-type: none"> <li>Develop a comprehensive training program to educate staff members on using the new integrated system effectively. Providing ongoing training and support will aid in the system's smooth adoption.</li> </ul>                           |
| <ul style="list-style-type: none"> <li>With external software handling sensitive landowner and protected area management data, there is an</li> </ul>                                                                                                                                                               | <ul style="list-style-type: none"> <li>Implement robust data security protocols, such as encryption, and</li> </ul>                                                                                                                                                            |

| Risks                                                                                                                                                                                                                                                                | Potential Mitigation Strategy                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>increased risk of data breaches, unauthorized access, or potential privacy violations. Protecting confidential information and ensuring robust data security measures become critical.</p>                                                                        | <p>access controls.</p>                                                                                                                                                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>Software projects can be subject to unexpected costs, such as additional customization or third-party integration requirements. Budget overruns could strain the financial resources allocated for the initiative.</li> </ul> | <ul style="list-style-type: none"> <li>Define a clear project scope, undertake needs assessment process prior to software selection, and have contingency plans in place for potential cost overruns or delays. Regular monitoring and reporting of project progress can help identify any deviations from the plan and take corrective action.</li> </ul> |

### 3.4 Option 4

This option proposes no changes to budget or staffing: status quo

A SWOT Analysis (Strengths, Weaknesses, Opportunities & Threats) has been performed on this option as follows:

| Strengths                                                      | Weaknesses                                                                                                                                                                                                                                 |
|----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>No new costs</li> </ul> | <ul style="list-style-type: none"> <li>Continued lack of staff capacity to deal with overarching issues and increasing protected area management responsibilities</li> <li>Risk of continued staff burnout and declining morale</li> </ul> |

| Opportunities                                      | Threats                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li></li> </ul> | <ul style="list-style-type: none"> <li>Declining ecological health of protected areas</li> <li>Threats to visitor and community safety from property hazards and wildfire, respectively, will go unaddressed</li> <li>Potential for exposure to litigation that may be avoidable with a better systems in place</li> </ul> |

### 3.4.2 Proposed Implementation Plan

Status quo resourcing does not permit staff to meet the requests of the Board; if this option is selected, staff will encourage the Board to also consider Option 5 in order to free up resources.

### 3.4.3 Cost Estimates

No new costs. However, continuing to operate in an under-resourced manner risks the costs associated with staff leaves or staff turnover, and risks possible increased legal and enforcement costs in future.

### 3.4.4 Risks

The following risks have been identified with this option:

| Risks                                                                                                                                                                                                  | Potential Mitigation Strategy                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Work towards ITC goals and objectives may face increasing capacity limitations and staff may increasingly recommend against new properties/projects.</li> </ul> | <ul style="list-style-type: none"> <li>Board and staff to stay focused on strategic priorities and plan for capacity increases in future years.</li> </ul> |

| Risks                                                                                                                                                                                                                                                                                                    | Potential Mitigation Strategy                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Damage to ITC reputation</li> </ul>                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Effective communication to partners and the public regarding ITC resource limitations and what ITC is doing to address limitations</li> </ul> |
| <ul style="list-style-type: none"> <li>• Potential exposure to litigation if ITC is not able to address safety issues in nature reserves</li> </ul>                                                                                                                                                      | <ul style="list-style-type: none"> <li>• Board and staff prioritize policy and actions re risk management of public safety in nature reserves over ecological values</li> </ul>        |
| <ul style="list-style-type: none"> <li>• Inability to appropriately document trespass in protected areas and covenant area breaches, resulting in an inability to hold offenders responsible and negligent maintenance of our obligations under the Ecological Gifts Program (Income Tax Act)</li> </ul> | <ul style="list-style-type: none"> <li>• Cease to take on new protected areas and focus existing resources on current protected areas</li> </ul>                                       |

### 3.5 Option 5

This option includes reducing protected areas management and/or monitoring activities and ceasing acquisition of new protected areas. This would involve:

- providing options to the ITC Board about reducing the annual monitoring of covenants and nature reserves, and associated implications and risks and
- recommending the Board engage with the Minister for amendment of the Ministerial-approved ITC Plan.

Where covenants are co-held the ITC Board could ask the co-covenant holder if they can take on monitoring. Board could also explore adding or expanding protected area

management contracts with local conservancies. Alternatively, the Board could choose to monitor covenants bi-annually instead of annually, or to not monitor covenants on lands held by other conservation agencies. (The Board has already taken steps in the direction in March 2023, when it directed staff to focus work for the 2023/24 fiscal year on certain special and administrative projects and, to achieve this, delay work on other items, including monitoring of covenant lands owned by other conservation agencies (i.e. parks and nature reserves) or that are otherwise considered low risk of covenant breach or trespass. As a result, ten covenants owned by other conservation agencies were not monitored by ITC in 2023.)

A SWOT Analysis (Strengths, Weaknesses, Opportunities & Threats) has been performed on this option as follows:

| Strengths                                                                                                                                                            | Weaknesses                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Would reduce staff workload to a more manageable level, allowing more time for priority (vs. routine) activities</li> </ul> | <ul style="list-style-type: none"> <li>• Uncertainty about the ability of partners to take over the work (see note above about aging/reduced volunteer base).</li> <li>• Less regular or thorough monitoring may delay or prevent enforcement of trespasses and timely management of invasive species (leading to more expense in removal).</li> <li>• May lead to reduced donor confidence in ITC's commitment to stewardship of land/covenant donations.</li> </ul> |
| Opportunities                                                                                                                                                        | Threats                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <ul style="list-style-type: none"> <li>• Increased partnership with</li> </ul>                                                                                       | <ul style="list-style-type: none"> <li>• Damage to ITC reputation and</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                      |

|                       |                                                                                                                                                                                                                                                          |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| conservation partners | <p>donation levels if ITC is not managing protected areas to a high standard and if ITC ceases to take on new protected areas</p> <ul style="list-style-type: none"> <li>• Lack of knowledge or capacity from partners to undertake the work.</li> </ul> |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### 3.5.2 Proposed Implementation Plan

Upon request of the Board staff would provide a briefing with options and implications to the Board.

### 3.5.3 Cost Estimates

No additional costs but would add to staff workload in the short-term to communicate the service reductions, and prepare materials for the Minister.

### 3.5.4 Risks

The following risks have been identified with this option:

| Risks                                                                                                                                                                                                                                                                                                                                                                    | Potential Mitigation Strategy                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Increased number of covenant violations, breaches/trespass incidents go undocumented</li> <li>• Nature reserve trespass incidences go undocumented, implications for covenant agreements on ITC lands</li> <li>• Increasing area or density of invasive species infestations, lack of rapid response to new/priority</li> </ul> | <ul style="list-style-type: none"> <li>• Explore remote (e.g. satellite or drone imagery) monitoring options (note these may add costs)</li> </ul> |

| Risks                                                                                                                           | Potential Mitigation Strategy                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| invasive species                                                                                                                |                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>Loss of momentum in relationship-building with landholders</li> </ul>                    | <ul style="list-style-type: none"> <li>Explore capacity for Communications Specialist to assist with landholder outreach</li> <li>Develop a strategy to focus on high need landholders</li> </ul> |
| <ul style="list-style-type: none"> <li>Loss of momentum in restoration projects, especially invasive species removal</li> </ul> | <ul style="list-style-type: none"> <li>Develop communications to partners to explain the reduction of restoration work</li> </ul>                                                                 |
| <ul style="list-style-type: none"> <li>Reputation damage</li> </ul>                                                             | <ul style="list-style-type: none"> <li>Develop communications to explain the reduction of service</li> </ul>                                                                                      |

#### 4.0 Recommendation

##### Option 1

###### **Rationale:**

Option 1 supports the organization in meeting its core responsibilities while also supporting strategic goals and objectives as stated in the Five-Year Plan and Regional Conservation Plan.

##### Option 3

###### **Rationale:**

Option 3 supports improved data management, will improve staff efficiency, and support more informed work planning and ultimately more effective protected areas management.

#### **4.2 Implementation Strategy:**

The ITC Board will review the recommendations and analysis in this document and decide on a recommendation to the Financial Planning Committee. The ITC Board may request additional information from staff.

#### **4.3 Action Plan**

- Obtain approval of the Business Solutions Options Document and the seek Board selection of an option
- Obtain approval of business cases to Financial Planning Committee in support of the option(s) selected by the Board .
- Report back to the Board with feedback from the Financial Planning Committee.
- Respond to decisions as they arise by either preparing to implement new resources or to manage with existing resources.

#### **ATTACHMENTS:**

- 1) List of protected area management staff responsibilities

## **Islands Trust Conservancy Protected Area Management Job Responsibilities**

### **Property Management Specialist (Grid 21)**

- Develop and manage an annual monitoring program
- Responsible for management of Islands Trust Conservancy lands and interests in land, including managing the monitoring and management programs, development of preparation of long-term management plans, liaison with local management groups and volunteer wardens, and maintaining records
- Negotiate and manage contracts
- Property Management Strategy development and implementation to support decision-making regarding property management activities and initiatives
- Develop and promote working relationships with First Nations, partners and stakeholders to achieve property management objectives
- Identify and evaluate public safety issues and potential risks to ecological and cultural values on properties owned or covenanted by the ITC (including risks from climate change);
- Work with GIS staff and contractors to develop mapping products to support property management and monitoring
- Engage volunteer wardens and community members in stewardship of nature reserves
- Coordinate volunteer events to undertake management tasks
- Seek opportunities to collaborate with First Nations on property management initiatives
- Assess need for ecological restoration and implement restoration plans
- Evaluation of management and restoration activities through monitoring and site visits
- Investigate violations of covenants and trespass, identify appropriate actions and provide written investigation reports with recommendations to the Island Trust Conservancy Board
- Prepare legal requests for issues related to property management
- Undertake background research and assist in the development of Islands Trust Conservancy policy and procedures relating to property management
- Allocate the property management budget by prioritizing management activities
- Assist the Manager in preparing and managing annual budget requests related to property management

### **Covenant Management and Outreach Specialist (Grid 21)**

- Develop, manage and implement an annual monitoring program that ensures the regular inspection of all Islands Trust Conservancy covenant lands.
- Conduct site visits, field work, and property monitoring to determine covenant management needs and investigate covenant compliance and to implement required covenant management actions and covenant enforcement
- Schedule and implement management actions for Islands Trust Conservancy covenants, including managing the covenant monitoring and management programs, development

- of preparation of long-term covenant management plans, liaison with co-covenant holders and landowners, and maintaining records
- Negotiate and manage contracts
- Develop, implement information systems to maintain property records
- Collaborate with First Nations on covenant management initiatives
- Develop and promote working relationships with First Nations, partners and stakeholders (e.g. conservancy organizations) to achieve covenant objectives
- Work with staff and contractors to develop mapping products (e.g. using Geographic Information System (GIS)) to support covenant management and monitoring
- Assess need for ecological restoration on ITC covenant lands, implement restoration plans as appropriate and evaluate success of management and restoration activities through monitoring and site visits
- Investigate violations of covenants and issues of trespass, identify appropriate actions provide confidential written investigation reports with recommendations to the Island Trust Conservancy Board
- Prepare requests for legal advice for issues related to covenant management and enforcement and evaluate legal advice, with guidance from the ITC Manager, to determine required actions and follow up
- Prepare and present technical information and evidence to legal counsel and attend court to provide evidence obtained during an investigation of a covenant breach
- Prepare written reports and recommendations on covenant management and enforcement and maintain detailed records
- Provide education materials and advice to Islands Trust staff, other land conservation and parks agencies, industry and the public regarding the Islands Trust Conservancy conservation covenant management practices and land protection tools, as well as the ecological and cultural values in the region.
- Assist the Manager in preparing and managing annual budget requests related to property management
- Assist the Manager in development of covenant management policies and procedures
- Plan, develop, manage and conduct public awareness and information programs, events, workshops and meetings related to conservation options and working with the Islands Trust Conservancy
- Develop, implement and evaluate landowner contact programs to inform landowners of land protection and donation opportunities, and to educate about ecological and cultural features.
- Provide reports to the Board about outreach activities.

### **Coop student**

The student assists with the following protected area management activities:

- Review and application of management plans and conservation covenant agreements;
- Monitoring conservation covenants and nature reserves;
- Enhancing habitat for species at risk;
- Controlling invasive species;

## Business Solution Options Document

- Liaising with conservation partners, private landowners, and First Nations;
- Collecting field notes and transcribing data;
- Supporting iNaturalist projects; and
- Processing spatial data to create and manage maps using ArcGIS.



Islands Trust

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

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**TO BE COMPLETED BY INITIATOR**

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

DELTC

**Department:**

Denman Island Local Trust Committee – LTC projects

**Name of Request:**

DE LTC – Denman OCP and LUB Housing Review (Stage 2- Phase 2)

**\$ Value of Request** (indicate by fiscal year and total if project is multi-year):

\$15,000

**Budget Source** (select all that apply):

☒ **Specific Project Funding** (select all that apply)

- ☐ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ **Permanent**

☐ **Temporary**

Temp Duration: \_\_\_\_\_

☒ **Other – please describe:** \_\_\_\_\_

Honoraria for speakers/First Nations' for on-going meetings and participation, minute taking, technology support, mapping, facility rental, open-house meetings and material, , legal review, development and printing of educational info, brochures, posting of meeting, ads, and legal notifications.

**Date of Submission to Finance:**

DE LTC resolution endorsing business case July 25<sup>th</sup>, 2023

**Funding Required for (date range):**

April, 2024 -March 31, 2025

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS**

Islands Trust Council [Strategic Plan 2018-2022](#). Objective: Strengthen Housing Affordability Throughout the Islands Trust Area. In June 2023, [Islands Trust Council amended the Strategic Plan](#) to:

- “Prioritize elements of the strategic plan that support land use decision making”, and
- “Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment.”

**ISSUE/OPPORTUNITY:**

The purpose of this business case is to support of the second phase of what was defined in the 2023/24 business case as Stage 2 of the Denman OCP and LUB Housing Policy Review. The report resulting from the Denman Housing Review Project Stage 1 and staff review of related reports and projects over the past 20 years indicated that there is much to be done to address housing need on Denman Island. The Denman Housing Review Project Stage 1, Phase 1 (Fiscal 2023/24) is contributing to prioritizing specific options for OCP and LUB Review. Phase 2 will focus on public review of options, legal review and bylaw amendment writing and review.

**The Denman Housing Review Project Stage 2, Phase 2 (Fiscal 2024/25)** bylaw amendments will provide the opportunity to advance Islands Trust Strategic Interests related to:

- First Nations Reconciliation - The project focusses on continuing the engagement process with First Nations that was initiated in Phase 1.
- Contributing to the development of model bylaws for housing – This project is intended to produce bylaws that may be replicable in other Local Trust Areas.
- Preservation of ecosystems – A key focus of the project is supporting housing while considering the Islands Trust preserve and protect mandate.
- Demonstrating the use of suitable land analysis – Suitable land analysis will be used to inform LTC decision making.
- Demonstrating the use of the Islands Trust’s Housing Toolkit – A number of tools in the toolkit are being used by staff and being shared with the Housing Advisory Planning Commission and the LTC to inform amendments to the OCP and LUB.
- Development of a public engagement process that could help to inform other public engagement processes related to housing projects throughout the Trust Area

**PROJECTED RESULTS/DELIVERABLES:**

1. OCP Updates – OCP updates are needed to facilitate more flexibility in supporting a variety of housing options. OCP are outdated and no longer reflect the current housing conditions, as well as infrastructure servicing, transportation system, environmental conditions and other elements that impact the availability, affordability and diverse housing types on the island.

2. LUB Updates – LUB updates will reflect the options supported by the community to increase the variety of housing options while preserving and protecting the environment.

3. Continuation of active and meaningful engagement with First Nations and the Community – Stage 2 Part 1 endeavoured to inform First Nations and the Community of the goals and objectives of the project and involve First Nations, the Community, the Housing Advisory Planning Commission and Stakeholders in the identification of bylaw amendment options. Stage 2 Part 2 will look to effectively consult all relevant parties on proposed amendments.

**RISK ASSESSMENT:**

If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Denman Island will no longer be able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its character. Most importantly, if no action is taken, we will fail to implement the Trust Council’s mandate of preserving and protecting Denman Island. Furthermore, the community will feel like all the time they took to contribute to the process was wasted.

**ALTERNATIVES CONSIDERED:****Option 1: Keep the same project charter but reduce public engagement and communications activities.**

This may result in extension of the project if the public do not feel like they had a chance to contribute to the outcome. Inadequacies with the consultant's process for Stage 1 of the process has led to a need for further consultation in Stage 2 of the project.

**Option 2: Extend the proposed project duration.** In this case engagement and communications could be spread over two fiscal years. This approach is likely to be very concerning to community members.

**Option 3: Keep the same project charter and budget but fund the project via a Special Tax Requisition.**

The impact of funding this project via special tax requisition is to minimize the impact to the overall proposed Trust Council budget whereas the special tax requisition would have a more dramatic impact on local Denman Island taxpayers.

**CRITICAL SUCCESS FACTORS:**

- Allocation of staff time
- Effective public engagement process

**RECOMMENDED OPTION:**

Provide \$15,000 to support the second phase of Stage 2 of the Denman OCP and LUB Housing Policy Review which focusses on OCP updates, LUB updates and continuation of active and meaningful engagement with First Nations and the Community.

**COST/BENEFIT ANALYSIS:**Quantitative:

\$15,000 will be needed to support this project. If this is not supported now while there is momentum from the work done over the past two years reaching the goals of having the OCP and LUB updates made to address housing issues may be lost. Reinvigorating the project may require additional public consultation which will result in additional costs.

Qualitative:

Without OCP and LUB revisions there will be no increase in housing options for Denman residents. Housing challenges will increase impacting the community and the environment.

**PURCHASING PROCEDURE:**

The appropriate Islands Trust procurement processes will be followed as needed.

**PROPOSED IMPLEMENTATION STRATEGY:**

|                                               |                   |
|-----------------------------------------------|-------------------|
| Housing Action Plan/ Bylaw Drafting           | Jan. – June 2024  |
| Public Engagement/ First Nations Consultation | Jan.- June 2024   |
| Legal Review/ CIM                             | June – Sept. 2024 |
| First Reading/referrals                       | Oct. 2024         |
| Second Reading/Third Reading/EC review        | Oct. – Dec. 2024  |
| Ministry Approval of bylaws                   | TBD               |
| Bylaw approval                                | TBD               |

|                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                 |
| <b>STAFF RESOURCING:</b><br><br><b>Estimation:</b> 0.25 FTE Regional Planning Team Project Manager<br>0.10 FTE Planning Team Support<br>0.10 Mapping                                            |
| <b>CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:</b><br><br>There are no major concerns to be addressed at this time. Changes to the project will be communicated to the community as needed. |

**Requested by** (Committee or Business unit): Denman Island Local Trust Committee

**Prepared by** (name, title)/date: Narissa Chadwick July 14<sup>th</sup>, 2023

**Reviewed by** (name, title)/date: Robert Kojima July 17<sup>th</sup>, 2023



Islands Trust

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

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**TO BE COMPLETED BY INITIATOR**

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

GBLTC

**Department:**

Gabriola Island Local Trust Committee – LTC projects

**Name of Request:**

GB LTC – Gabriola OCP and LUB Review Project (Phase 2)

**\$ Value of Request (indicate by fiscal year and total if project is multi-year):**

2024-2025 - \$27,000 (without water assessment)  
2024-2025 - \$77,000 (with water assessment)

**Budget Source** (select all that apply):

☒ **Specific Project Funding** (select all that apply)

☒ Third Party Contractors

☒ Staff Travel Expense

☐ Staff Overtime Expense

☐ New Staff Member – Temporary for project

☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ Permanent

☐ Temporary

Temp Duration: \_\_\_\_\_

☒ **Other – please describe:** Consultants, Honoraria for First Nations for on-going meetings and participation, technology, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.

**Date of Submission to Finance:**

GBILTC resolution endorsing Business Case July 20<sup>th</sup> 2023

**Funding Required for (date range):**

April 2024 – March 31, 2025

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** In June 2023, [Islands Trust Council amended the Strategic Plan](#) to:

- “Prioritize elements of the strategic plan that support land use decision making”, and
- “Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment.”
- Updating OCPs is a key priority

**ISSUE/OPPORTUNITY:**

The Gabriola Island OCP and LUB has not been substantially updated since 1997 and 1999 respectively. The review will substantially update the bylaws addressing a number of Islands Trust Strategic objectives and emerging issues. As the first substantial OCP/LUB review undertaken by the regional planning team the project and resulting bylaw amendments will serve as a model for other LTC OCP/LUB reviews.

The OCP and LUB review (Phase 2) will provide the opportunity to advance Islands Trust Strategic Interests related to:

- First Nations Reconciliation - the project will involve developing a process to engage First Nations at the front end of the project to identify how they would like to be involved and then integrating FN perspective as appropriate. This will involve hiring a First Nations engagement specialist.
- Addressing affordable and attainable housing- the project prioritizes housing.
- Preservation of ecosystems both terrestrial and marine – the project will involve reviewing DPAs. The work will begin with reviewing the suitable land analysis that is currently being developed. It will required. updated mapping and geospatial data.
- Advancing objectives of the Freshwater Sustainability Strategy related to freshwater sustainability and the health of the watershed- the project will consider work that has been done for Galiano and North Pender to create an aquifer protection DPA and update proof of water regulations
- Development of a process (including public engagement) and bylaws that could serve as a model for other LTC OCP/LUB reviews.

The OCP and LUB review process will be informed by the OCP and LUB Review (Phase 1). The first phase of the project involved:

- Early First Nations Engagement
- A community engagement process contributing development of draft Gabriola Vision 2050
- The allocation of \$18,000

The LTC is seeking the funds to support the second phase with this business case.

**PROJECTED RESULTS/DELIVERABLES:**

|                                                         |                         |           |
|---------------------------------------------------------|-------------------------|-----------|
| <b>Vision and Values Document Completion</b>            |                         |           |
| Graphic Design for Gabriola Vision 2050 document        | Spring 2024             | \$4,000   |
| <b>Public Consultation/Legal Review</b>                 |                         |           |
| Series of CIMs on specific priorities                   | Spring/Fall/Winter 2024 | \$3000    |
| Legal Review                                            | Summer 2024             | \$4000    |
| <b>First Nations Engagement</b>                         |                         |           |
| Indigenous consultant to assist with engagement process |                         | \$6000    |
| <b>Mapping/Data</b>                                     |                         |           |
| Data and mapping updates for updating DPAs              |                         | \$10,000  |
| Water Availability Assessment *                         |                         | \$50,000  |
| *likely to be added to RPC budget request               |                         |           |
| <b>Project Total</b>                                    |                         |           |
| Without Water Availability Assessment                   |                         | \$27,000  |
| With Water Availability Assessment                      |                         | \$77,0000 |

**RISK ASSESSMENT:**

Factors potentially affecting the timing of project deliverables:

- Regional Planning Team capacity to manage the project in 2024/2025 ;
- Capacity and available expertise to support mapping and data needs within the budget;
- Other staffs' capacity to provide support to the project 2024/2025;
- First Nation capacity and interest to engage may not align with project timelines;
- Ability to retain an Indigenous consultant to assist with FN engagement.

**ALTERNATIVES CONSIDERED:****Alternative 1: No Visions Document**

Benefit – reduced budget by \$4000, some staff time reduced

Challenge-community will not have work celebrated, no model for future LTCs

**Alternative 2: No hiring of Indigenous Consultant**

Benefit – reduced budget by \$3000

Challenge – engagement will not be as in depth, may not end up with effective engagement, will still need budget to support alternatives, alternatives unknown.

- Will require more staff time

**Alternative 3: No Additional Data/ Mapping**

Benefit – reduced budget by \$10,000, reduced time for SFWS and Mapping

Challenge – will not be able to update DPAs in some cases

**Alternative 4: Limited OCP/LUB review**

Benefit – reduced budget by up to \$10,000 (depending on focus, data and mapping needs would be reduced)

Challenge – a number of DPAs not updated, reduced time for SFWS and Mapping

- OCP/LUB timeline extended

**Alternative 5: No Water Availability Assessment**

Benefit – reduced budget by \$50,000, reduced time for SFWS and Mapping

Challenge – incomplete suitable land analysis

- LTC will not be able to identify areas most vulnerable to increases in density and intensity of land use with respect to supporting housing options.

**CRITICAL SUCCESS FACTORS:**

- Allocation of staff time
- Effective First Nations Engagement
- Effective mapping and data collection

**RECOMMENDED OPTION:**

The present funding request is for \$27,000 for fiscal 2024/25 (plus \$50,000 for water availability mapping\*) to allow the Gabriola Island OCP-LUB project to progress through Phase 2.

\*may be added to business case developed by the regional planning committee to support the advancement of the Freshwater Sustainability Strategy (FWSS)

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative:

\$77,000 will support the needs of Phase 2 including a water availability assessment. If the water availability assessment prioritizing Gabriola is supported as a Trust Wide project only \$27,000 will be required for this LTC project.

Qualitative:

If no action is taken, Gabriola Island forests, shorelines and indigenous heritage are at risk of continued degradation from future rural development and housing affordability will continue to be an issue.

**PURCHASING PROCEDURE:**

- Appropriate procurement procedures will be followed.

**PROPOSED IMPLEMENTATION STRATEGY:**

See Project Results and Deliverables.

**STAFF RESOURCING:**

**Estimation:** 0.25 FTE Regional Planning Team Project Manager  
0.10 FTE Regional Planning Team Support  
0.20 Senior Freshwater Specialist (SFWS)  
0.10 Mapping

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** N/A

**Requested by** (Committee or Business unit): GBILTC

**Prepared by** (name, title)/date: Narissa Chadwick, July 10<sup>th</sup>, 2023

**Reviewed by** (name, title)/date: Robert Kojima, July 12<sup>th</sup>, 2023



Islands Trust

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

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**TO BE COMPLETED BY INITIATOR**

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

**Mayne Island Local Trust Committee**

**Department:**

**Planning Services**

**Name of Request:**

**Mayne Island Housing Options Project (Phase 2)**

**\$ Value of Request:**

**\$10,000**

**Budget Source** (select all that apply):

- ☐ **Specific Project Funding** (select all that apply)
- ☐ Third Party Contractors
  - ☐ Staff Travel Expense
  - ☐ Staff Overtime Expense
  - ☐ New Staff Member – Temporary for project
  - ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ **Permanent**

☐ **Temporary**

Temp Duration: \_\_\_\_\_

☒ **Other – please describe:** \_legal review, community engagement, First Nations engagement, contingency\_\_\_\_\_

**Date of Submission to Finance:**

**MILTC resolution to endorse business case July 31, 2023**

**Funding Required for (date range):**

**April 1, 2024 – March 31, 2025**

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:**

Islands Trust Council [Strategic Plan 2018-2022](#). Objective: Strengthen Housing Affordability Throughout the Islands Trust Area. In June 2023, [Islands Trust Council amended the Strategic Plan](#) to:

- “Prioritize elements of the strategic plan that support land use decision making”, and
- “Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment.”

**ISSUE/OPPORTUNITY:** To address the need for an increase in variety in housing options the Mayne Island LTC has been engaged in a housing review project for the past four years. This request is to support the continuation of the Mayne Island housing project. The next phase will include First Nations and community consultation, and OCP and LUB updates to increase housing options.

The first phase of this project has supported the Islands Trust's Strategic Plan Goal to "Strengthen housing affordability throughout the Trust Area" by:

- Contributing to the creation of a Trust Wide Housing Toolkit
- Creating a model bylaw for flexible housing
- Demonstrating the value of suitable land analysis contributing to suitable land analysis being done for all Trust Area to contribute to their housing project

Phase 2 will support the Islands Trust's Strategic Plan Goal to "Strengthen housing affordability throughout the Trust Area" by:

- Utilizing the Islands Trust Housing Toolkit
- Contributing to the design of more model bylaws for housing
- Supporting the CRD's Gulf Islands Housing Strategy actions related to increasing housing options
- Demonstrating the value of partnership building with non profits and the Capital Regional District in the development of housing

**PROJECTED RESULTS/DELIVERABLES:** The project will include exploring and implementing LUB and OCP amendments to support actions identified in the Draft Housing Action Plan for the following:

- Expanded opportunities to build Secondary Suites and Accessory Dwelling Units
- Increased Opportunities for Non Profit Housing Development
- Permitting Alternative Housing Approaches
- Reducing Ecological Footprint of New Builds

**RISK ASSESSMENT:** There are several contingencies that could negatively affect the project outcome or deliverables:

1. Lack of staff resources: the regional planning team may not be able to support the project due to other on-going projects or staff shortages
2. First Nations' capacity and timing may not align with project timelines
3. The LTC may choose to not proceed with amendments
4. Costs may exceed the budget due to consultation or other factors

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

**Option 1:** Status quo. Staff time and funding are not be allocated to the project and the work does not proceed this fiscal year.

**Option 2:** Reduced funding: This may limit First Nations consultation and legal review in this fiscal.

**CRITICAL SUCCESS FACTORS:** Near term success if relevant amendments to the OCP and LUB are adopted. Longer term success would be measured through improvements to housing options, accessibility and affordability.

**RECOMMENDED OPTION:** The recommended option is to fund the initiative as a Major LTC Project at the requested amount of \$10,000 for the coming fiscal year. This provides sufficient funding for consultation and for project management by a Regional Planning Team planner.

**COST/BENEFIT ANALYSIS:**

Quantitative Analysis: \$10,000 for fiscal 2024-25

- Consultation (APC, First Nations, partners, community, communications) - \$8,000
- Contingency - \$2,000

Qualitative Analysis: project would contribute to and benefit from efficiencies associated with similar projects in other LTAs. The existing momentum in the community would continue contributing to further efficiencies

**PURCHASING PROCEDURE:** N/A

**PROPOSED IMPLEMENTATION STRATEGY:**

|                                                                          |                     |
|--------------------------------------------------------------------------|---------------------|
| LTC Option Review / Action Plan Finalization                             | April – July 2024   |
| Bylaw Drafting                                                           | July – Oct. 2024    |
| Public Engagement/ First Nations Consultation/Referrals/Legal Review     | Oct 2024 – Jan 2025 |
| Referrals, Community Information Meeting(s), revisions and first reading | March- May 2025     |
| Second Reading/Third Reading/EC review                                   | July – Sept. 2025   |
| Ministry Approval of bylaws                                              | TBD                 |
| Bylaw approval                                                           | TBD                 |

**STAFF RESOURCING:**

**Estimation:**

0.25 FTE Regional Planning Team Project Manager

0.10 FTE Planning Team Support (RPM)

0.10 Admin support

Support from Senior Indigenous Relations Advisor, the Senior Freshwater Specialist, mapping and communications staff as needed.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** N/A

**Requested by** (Committee or Business unit): Mayne Island Local Trust Committee

**Prepared by** (name, title)/date: Narissa Chadwick, July 13, 2023

**Reviewed by** (name, title)/date: Robert Kojima, August 31, 2023



Islands Trust

**Budget Funding Request  
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**

\$15,000

**Budget Source** (select all that apply):

- ☐ **Specific Project Funding** (select all that apply)
- ☐ Third Party Contractors
  - ☐ Staff Travel Expense
  - ☐ Staff Overtime Expense
  - ☐ New Staff Member – Temporary for project
  - ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ Permanent

☐ Temporary

Temp Duration: \_\_\_\_\_

☒ **Other – please describe:** \_\_\_\_\_

For fiscal year 2024-25:

- Community consultation, First Nations consultation, support for advisory bodies, legal and contingency

**Date of Submission to Finance:**

NPILTC resolution endorsing Business Case July 29, 2023

**Funding Required for (date range):**

April 1, 2024 – March 31, 2025

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:**

Islands Trust Council [Strategic Plan 2018-2022](#). Objective: Strengthen Housing Affordability Throughout the Islands Trust Area. In June 2023, [Islands Trust Council amended the Strategic Plan](#) to:

- “Prioritize elements of the strategic plan that support land use decision making”, and
- “Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment.”

**ISSUE/OPPORTUNITY:** The North Pender Island Local Trust Committee has identified access to affordable housing as a priority issue. The request is to fund a Major Project to engage in community consultation, to consult with First Nations, to engage with stakeholder groups, to review housing options and to undertake amendments to the OCP and LUB and development of a housing action plan to improve access to affordable housing in the community. This project would be consistent with Islands Trust Council Strategic Plan Goal to “Strengthen housing affordability throughout the Trust Area”. It would also utilize the recent completed housing toolkit prepared on behalf of the Regional Planning Committee. A Housing Strategy for the Southern Gulf Islands was recently adopted by the CRD Board. Housing related initiatives are currently underway in several other local trust areas and this project would apply and build on options, experiences and lessons from those initiatives. As a Major Project, the initiative would be managed by a planner from the Regional Planning Team, bringing experience with similar projects in other local trust areas.

**PROJECTED RESULTS/DELIVERABLES:** the project would result in amendments to the OCP and LUB that would provide opportunities and options to create more housing diversity and affordability. A Housing Action Plan that includes non-bylaw actions could also be developed.

**RISK ASSESSMENT:** There are several contingencies that could negatively affect the project outcome or deliverables:

1. Lack of staff resources: the regional planning team may not be able to support the project due to other on-going projects or staff shortages
2. First Nations’ capacity and timing may not align with project timelines
3. The LTC may choose to not proceed with amendments
4. Costs may exceed the budget due to consultation or other factors

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

Option 1: Status quo: housing affordability will continue to be eroded in the community

Option 2: Proceed with the initiative as a Minor LTC Project – this would limit the project budget to a maximum of \$5,000 per fiscal year. However, with the availability of the housing toolkit and experience from other local trust areas, staff consider this a viable alternative. If timing is a consideration, the LTC could proceed with the initiative as a Minor Project in the current fiscal year.

Option 3: Defer: the project could be deferred to a future fiscal year, potentially including in the initiative in a more comprehensive OCP/LUB review.

**CRITICAL SUCCESS FACTORS:** The project would be considered successfully completed if relevant amendments to the OCP and LUB are adopted. Ultimate success would be measured over the longer term through improvements to housing options, accessibility and affordability.

**RECOMMENDED OPTION:** The recommended option is to fund the initiative as a Major LTC Project at the requested amount of \$15,000 for the coming fiscal year. This provides sufficient funding for consultation and for project management by a Regional Planning Team planner. The alternative is for the LTC to proceed as a Minor Project.

**COST/BENEFIT ANALYSIS:**

Quantitative Analysis: \$15,000 for fiscal 2024-25 for phase 1

- Consultation (APC, First Nations, stakeholders, community, communications) - \$10,000
- Legal - \$3,000

- Contingency - \$2,000

Qualitative Analysis: project would benefit from efficiencies associated with similar projects in other LTA and build on those experiences.

**PURCHASING PROCEDURE:** N/A

**PROPOSED IMPLEMENTATION STRATEGY:** The project is proposed to be completed over two fiscal years, with phase 1 primarily consisting of consultation and review of options and phase 2 consisting of drafting and review of bylaws, legislative process, and implementation.

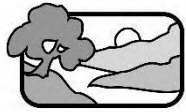
**STAFF RESOURCING:** The project would be managed by a planner assigned from the Regional Planning Team, estimated at 0.25 FTE, with support from the RPM (up to 0.10 FTE), admin support (0.10 FTE) and support from the Senior Indigenous Relations Advisor, the Senior Freshwater Specialist, mapping and communications staff as needed.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** N/A

**Requested by** (Committee or Business unit): North Pender Island Local Trust Committee

**Prepared by** (name, title)/date: Robert Kojima, July 13, 2023

**Reviewed by** (name, title)/date:



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):**

Regional Planning Committee

**Department:**

Planning Services

**Name of Request:**

Hornby Island LTC – Relationship Building Actions with K'ómoks First Nation

**\$ Value of Request (indicate by fiscal year and total if project is multi-year):**

**2024/25: \$31,5000**

**Budget Source** (select all that apply):

- ☐ **Specific Project Funding** (select all that apply)
- ☐ Third Party Contractors
  - ☐ Staff Travel Expense
  - ☐ Staff Overtime Expense
  - ☐ New Staff Member – Temporary for project
  - ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ Permanent

☐ Temporary

Temp Duration: \_\_\_\_\_

☒ **Other – please describe:** existing First Nation Capacity Funding Program

**Date of Submission to Finance:** October 6, 2023

**Funding Required for (date range):**

April 1, 2024 – March 31, 2025

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.)

Islands Trust has adopted policies regarding reconciliation, respect, communication and actions that build relations with Indigenous Communities on whose traditional and unceded lands the Islands Trust operates.

- 1) Islands Trust Reconciliation Declaration, adopted by Islands Trust Council on March 14, 2019.

*"The Islands Trust Council acknowledges that the lands and waters that encompass the Islands Trust Area have been home to Indigenous peoples since time immemorial and honours the rich history, stewardship, and cultural heritage that embody this place we all call home. The Islands Trust Council is committed to establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous Peoples. Islands Trust states a commitment to Reconciliation with the understanding that this commitment is a long-term relationship-building and healing process.*

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

2) The Hornby Island LTC's standing resolution regarding First Nations in the Local Trust Area, adopted May 24, 2019.

*"Whereas the Local Trust Committee seeks to engage in Reconciliation with local First Nations, governments and the island community by honouring the Truth and Reconciliation Commission Calls to Action, United Nations Declaration on the Rights of Indigenous Peoples, Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples, and Islands Trust First Nations Engagement Principles, the Local Trust Committee endeavours to:*

- a) Annually, write a letter to First Nations, (re)introducing Trustees and staff and provide a schedule of known Local Trust Committee meetings for the upcoming year, as well as, provide an update of current projects and advocacy activities;*
- b) For various Local Trust Committee meetings, invite elders from local First Nations to attend and provide a traditional welcome to the territory;*
- c) Work with First Nation governments on cooperative initiatives, including and not limited to, language, place names, territorial acknowledgements, and community education on Coast Salish and local First Nations' cultural heritage and history;*
- d) Work with First Nation governments on engagement principles for inclusive land use, marine use, and climate change planning; advocacy, protection and stewardship; and knowledge and information sharing protocols;*
- e) Establish and maintain government-to-government dialogue with First Nations, now and into the future, based on respect and recognition of Aboriginal rights and title, treaty rights, and First Nations' traditional territories within the Islands Trust Area."*

- 3) Islands Trust Conservancy Reconciliation Declaration, ratified by the Islands Trust Conservancy Board on June 16, 2019, in the territories of the Ləkʷəŋən Peoples, METULIYE/Victoria, B.C.
- 4) Reconciliation Action Plan 2019-2022, passed by the Islands Trust on June 19, 2019, in the Coast Salish/Penelakut Territory, Galiano Island.
- 5) Islands Trust Council Strategic Plan 2018-2022. Addresses Objective to Strengthen Relations with First Nations

**ISSUE/OPPORTUNITY:** *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

Hornby Island LTC trustees have requested this initiative because of their desire to grow and foster a better relationship with K'ómoks First Nation, and to understand what they would like to see for reconciliation actions by the LTC, and perhaps even the larger organization (Islands Trust).

The LTC has also discussed as part of the LTC's current fiscal (2023/2024) Major Project, considering more robust acknowledgement of First Nations within the OCP, and comprehensive engagement with the K'ómoks First Nation has been a cornerstone to the development of draft bylaws for the current project. The LTC considers engagement with K'ómoks First Nation to be a top priority for the following fiscal year, as well.

**PROJECTED RESULTS/DELIVERABLES:** *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

The scope for this project is to support and carry out activities identified by the LTC to promote and build positive political/governance relationships with K'ómoks First Nation, and which would be led by the Hornby Island LTC and K'ómoks First Nation, with support from staff.

- Relational aspects only; led by LTC with support from staff.
- Subject to interest by K'ómoks First Nation, the LTC wants the project to accommodate time and budget to include discussions on setting up scheduled meetings and 'ways of working together' which could include an agreement, MOU, or Friendship Accord, for example.

The work is expected to be ongoing and based on specific actions may require multiple years of LTC priority and staff resources and budget. Anticipated actions could focus on relational aspects such as calls, meetings, activities between LTC Chair & Trustees, and K'ómoks First Nation Chief & Council. In addition, this scope of work could accommodate the opportunity, with interest from K'ómoks First Nation, to initiate any agreements such as Memorandum of Understanding (MOU), Friendship Accord, or protocol agreement.

The proposed Major Project would address issues and provide opportunities as follows:

- Work with K'ómoks First Nation to determine how they wish to be engaged.

- Strengthen and improve the LTCs relations with K'ómoks First Nation, while taking actions that align with the Trust Council Declaration on Reconciliation and the Standing Resolution regarding First Nations in the Hornby LTA.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks.)*

**BENEFITS:**

- This proposed fiscal project seeks to 'address the missing pieces' of this relational and governance aspect, to establish and continue a positive relationship between K'ómoks First Nation and Hornby Island LTC.
- The relationships fostered can support future discussions of mutual interest regarding key strategic and planning policies, Islands Trust and planning processes, bylaws, and tools (both for new and revising existing ones).
- Confirmed as available funding source through Trust Area Services (TAS): Provincial grant funds to support relationship building is available (total of \$150,000 over 5 years) and is the suggested source of funding for this project through TAS. An implication to accessing this funding may be that TAS does not yet have an approach to request funding (i.e. capacity, honoraria, activities, events, meetings, etc.). However a list of all related projects by TAS is underway.
- For 'Step 2', the cost estimate and feasibility is based on assumption that staff expertise and capacity to draft a protocol MOU agreement is available in-house, rather than engaging with a consultant service to support this work.
  - To be confirmed if there is in-house expertise from PS and TAS.
  - Consultant service benefits include expertise regarding nature of the work and process, capacity, connected to outside agencies and resources.
  - Staff benefits include potential cost savings to complete work in-house, intimate knowledge of Islands Trust process.

**RISKS:**

- Approach: There's no approach in-place yet for the organization so the LTC will need to support the evolution of an approach as it's being created and tried. The nature of the work does not clearly fall under the LPS planning or TAS role and function for the organization so this is also in a state of evolution. Also since this project is new for the Islands Trust, a strategic and coordinated approach is needed at the senior governance and management level to inform and support the approach and identify the staff to support it.
- Capacity/Resources: IT Staff capacity and K'ómoks First Nation capacity to support the work. First Nation capacity and interest to engage may not align with desired project timelines.
- Cost: Cost of First Nation capacity support funding/honoraria, compensation for participation may be beyond estimated budget.
- Time/Resources: The project may take longer to complete, running into multiple fiscal years. Once started, the commitment to complete a protocol MOU agreement with K'ómoks First Nation must remain a priority both financially (budget) and as a strategic priority (politically, staff time).
  - Hornby LTC supports the priority of this as a major project should it run into multiple years.
  - This may mean other projects would not be initiated by TAS and/or LPS for Hornby Island and other LTC areas.
- Resources: Uncertainty of staff allocation for time and limited hours of staff time available to any large level of activities. Staff will recommend to keep the scope small and simple to focus on building strong positive relationships consistently/over time and to achieve results incrementally.

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

**Option 1: Do Nothing**

Benefits –

- no cost or resources applied.

Risks –

- minimal resources applied to supporting Islands Trust trustees efforts on reconciliation does not support any of the IT guiding documents on reconciliation as referenced on page 1 of this business case.

Financial implications –

- none.

Resource requirements –

- none.

Other implications-

- lack of resources would cause staff to focus on other resourced projects/activities

**Option 2: Limit Scope to ‘Step 1’ Relationship Building Actions: meetings, activities, joint events organized and/or supported by Hornby Island LTC with K’ómoks First Nation.**

Benefits –

- Having a smaller scope means better chance of accomplishing actions within the fiscal year, less staff resources applied, and capacity to focus on building relationships and supporting Islands Trust trustees efforts on reconciliation.
- Leaves more funds available for other LTCs to access for this fiscal year.

Risks –

- May need multiple years with continued financial and staff resources to support.
- No clear Island Trust wide approach. Requires clarity from Islands Trust leadership
- Estimate staff resources may not be adequate and are unknown at this time since it hasn’t been done before.

Financial implications –

- \$14,000 estimate.
- Confirmed as available funding source through Trust Area Services (TAS): Provincial grant funds to support relationship building is available (total of \$150,000 over 5 years) and is the suggested source of funding for this project through TAS.
- Estimated budget may not be adequate and are unknown at this time since we don’t know what actions are appropriate, how many.
- Scale and scope should be kept to activities and actions between the Hornby LTC and KFN Chief/Council in order to estimate budget but that has not been discussed with KFN to understand their interest.
- May be challenging to accomplish work within a specific budget versus a budget range.
- TAS reconciliation budget: Not available, not applicable.
- An implication to accessing the suggested funding source may be that TAS does not yet have an approach to request funding (i.e. capacity, honoraria, activities, events, meetings, etc.). However a list of all related projects by TAS is underway.
- Will need input from Trust Area Services. The proposal could be funded from the existing first nation capacity funding program, a combination of the fund and a project budget, or just a separate project budget. It is anticipated that deliberations through the Regional Planning Committee and Financial Planning Committee will clarify the best approach.

| Funding Request (FY24/25)                                                                                                              | Est. Target Duration    | Est. Cost                  |
|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------------|
| <b>Budget Approval</b>                                                                                                                 | 2024 Q1                 |                            |
| <b>On-going meetings between elected officials ‘Council &amp; LTC’, i.e. once per quarter</b>                                          | <b>Start in 2024 Q2</b> | \$2,000                    |
| <b>Honoraria for First Nation participation (~80hrs)</b>                                                                               |                         | \$12,000**                 |
| <b>Related activities and events (i.e. facility rentals, communications, community events, food, educational, learning activities)</b> | <b>Start in 2024 Q3</b> | \$8,000                    |
| <b>Travel costs</b>                                                                                                                    |                         | TBD                        |
|                                                                                                                                        | Total Hours ~TBD*       | <b>Total \$14,000 max.</b> |

\*\*When providing capacity support funding to First Nations, IT has been allotting \$150 per hour to the Nation.

\* Estimated hours of 1 full-time staff time.

Resource requirements –

- Planning staff time (Island Planner or Planner 2), re: staff liaison to support LTC & KFN desired actions and discussions.

- Administration time to coordinate meetings, events, activities, take minutes, etc.
- Finance re: honorariums
- Communication staff time for preparing any external public communication materials, postings.
- Will ideally include briefing updates by LTC trustees, to share with TC and community.

Other implications-

- Discussions and direction for appropriate actions, activities will be led by LTC, supported by staff.
- Need to consider if K'ómoks First Nation is interested to participate, how much.
- Subject to interest by K'ómoks First Nation.
- No formal or established IT approach means 'learning by doing' approach. Thus the support is needed for IT to be solutions-oriented in this work.

**Option 3: 'Step 1' from Option 2 & 'Step 2' to Establish an Agreement (i.e. MOU, Protocol Agreement, Friendship Accord)**

Benefits –

- Improve communications with K'ómoks First Nation and Hornby Island LTC (Islands Trust).
- Improve communications with K'ómoks First Nation by setting up regular LTC/Chief and Council meetings to discuss a wide range of issues of mutual concern.
- Allows the greatest opportunity through resources and budget to support meaningful actions to building relationships with KFN and further supports Islands Trust trustees efforts on reconciliation.

Risks –

- May need multiple years with continued financial and staff resources to support.
- No clear Island Trust wide approach. Requires clarity from Islands Trust leadership
- Estimate staff resources may not be adequate and are unknown at this time since it hasn't been done before.

Financial implications –

- Estimated \$31,500 budget
- May not be adequate and are unknown at this time since we don't know what actions are appropriate, how many.
- Scale and scope should be kept to activities and actions between the Hornby LTC and KFN Chief/Council in order to estimate budget but that has not been discussed with KFN to understand their interest.
- May be challenging to accomplish work within a specific budget versus a budget range.
- TAS reconciliation budget: Not available, not applicable.
- Confirmed as available funding source through Trust Area Services (TAS): Provincial grant funds to support relationship building is available (total of \$150,000 over 5 years) and is the suggested source of funding for this project through TAS. An implication to accessing this funding may be that TAS does not yet have an approach to request funding (i.e. capacity, honoraria, activities, events, meetings, etc.). However a list of all related projects by TAS is underway.
  - Will need input from Trust Area Services. The proposal could be funded from the existing first nation capacity funding program, a combination of the fund and a project budget, or just a separate project budget. It is anticipated that deliberations through the Regional Planning Committee and Financial Planning Committee will clarify the best approach.

| Funding Request (FY24/25)                                                                                                                                                              | Target Duration                                      | Estimated Cost       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|----------------------|
| <b>Budget Approval</b>                                                                                                                                                                 | 2024 Q1                                              |                      |
| <b>Step 1: On-going meetings between elected officials 'Council &amp; LTC', i.e. once per quarter</b>                                                                                  | <b>Start in 2024 Q2</b>                              | \$2,000              |
| <b>Honoraria for First Nation participation in Step 1 (~80hrs)</b>                                                                                                                     |                                                      | \$12,000**           |
| <b>Step 1: Related activities and events (i.e. facility rentals, communications, community events, food, educational, learning activities)</b>                                         | <b>Start in 2024 Q3</b>                              | \$8,000              |
| <b>Travel costs</b>                                                                                                                                                                    |                                                      | TBD                  |
| <b>Step 2: *Develop of an Agreement (i.e. protocol, MOU, Friendship Accord) – includes capacity funding to support KFN participation in this work, plus related costs for meetings</b> | Start in 2024 Q3. Likely 6 months, possibly longer.* | ~\$7,500** + \$2,000 |
| <b>Step 2: Legal Review</b>                                                                                                                                                            | ~3 months                                            | ~\$2,000             |
| <b>Step 2: Finalize Agreement &amp; Celebration</b>                                                                                                                                    | ~1 month                                             | ~2,000               |

| May need multiple fiscal years' budget & priority to support a protocol/MOU agreement.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | ~13 months (Q2 2024 – Q2 2025) |                        |                           |                 |                |                 |         |  |                                                                                            |                  |         |                                                             |  |            |                                                                                                                                         |                  |         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------------------|---------------------------|-----------------|----------------|-----------------|---------|--|--------------------------------------------------------------------------------------------|------------------|---------|-------------------------------------------------------------|--|------------|-----------------------------------------------------------------------------------------------------------------------------------------|------------------|---------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Total Hours ~600*              | <b>Total ~\$31,500</b> |                           |                 |                |                 |         |  |                                                                                            |                  |         |                                                             |  |            |                                                                                                                                         |                  |         |
| <p>*A Protocol/MOU Agreement may take more than one fiscal year, subject to interest and availability by K'ómoks First Nation.</p> <p>**When providing capacity support funding to First Nations, IT has been allotting \$150 per hour to the Nation.</p> <p>* Estimated hours of 1 full-time staff (i.e. Island Planner, Planner 2, and Manager) time.</p> <p>Resource requirements –</p> <ul style="list-style-type: none"> <li>Planning staff time re: staff liaison to support LTC &amp; KFN desired actions and discussions.</li> <li>Administration time to coordinate meetings, events, activities, take minutes, etc.</li> <li>Finance re: honorariums</li> <li>Communication staff time for preparing any external public communication materials, postings.</li> <li>Will ideally include briefing updates by LTC trustees, to share with TC and community.</li> </ul> <p>Other implications-</p> <ul style="list-style-type: none"> <li>Discussions and direction for appropriate actions, activities will be led by LTC, supported by staff.</li> <li>Need to consider if K'ómoks First Nation is interested to participate, how much.</li> <li>Subject to interest by K'ómoks First Nation.</li> <li>LTC supports that the project accommodate time and budget to include discussions on setting up scheduled meetings and 'ways of working together' which could include an agreement, MOU, or Friendship Accord, for example.</li> <li>No formal or established IT approach means 'learning by doing' approach. Thus the support is needed for IT to be solutions-oriented in this work.</li> </ul> <p><b>Option 4: Request LTC Project Funding for Steps 1 &amp; 2</b></p> <ul style="list-style-type: none"> <li>'Business as Usual' approach in regards to funding</li> <li>This would be a new discrete line item in the budget to fund this project.</li> <li>Avoids requesting accessing \$150,000 grant until terms are established</li> <li>\$31,500 estimate as per option 3</li> </ul> |                                |                        |                           |                 |                |                 |         |  |                                                                                            |                  |         |                                                             |  |            |                                                                                                                                         |                  |         |
| <p><b>CRITICAL SUCCESS FACTORS:</b> <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></p> <p>First Nation reconciliation efforts are advanced.</p> <p>Dedicated resources and an agreed-upon approach will greatly contribute to the success of the project.</p> <p>Ongoing, consistent, and positive efforts by LTC, supported by staff.</p> <p>Interest from K'ómoks First Nation to initiate and engage in discussion with the LTC.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                |                        |                           |                 |                |                 |         |  |                                                                                            |                  |         |                                                             |  |            |                                                                                                                                         |                  |         |
| <p><b>RECOMMENDED OPTION:</b> <i>(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)</i></p> <ul style="list-style-type: none"> <li>Option 3.</li> <li>Accesses existing grant fund while progressively addressing First Nations reconciliation.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                |                        |                           |                 |                |                 |         |  |                                                                                            |                  |         |                                                             |  |            |                                                                                                                                         |                  |         |
| <p><b>COST/BENEFIT ANALYSIS:</b> <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></p> <p><u>Quantitative:</u></p> <p>\$31,500</p> <table> <tr> <th>Funding Request (FY24/25)</th><th>Target Duration</th><th>Estimated Cost</th></tr> <tr> <td>Budget Approval</td><td>2024 Q1</td><td></td></tr> <tr> <td>Step 1: On-going meetings between elected officials 'Council &amp; LTC', i.e. once per quarter</td><td>Start in 2024 Q2</td><td>\$2,000</td></tr> <tr> <td>Honoraria for First Nation participation in Step 1 (~80hrs)</td><td></td><td>\$12,000**</td></tr> <tr> <td>Step 1: Related activities and events (i.e. facility rentals, communications, community events, food, educational, learning activities)</td><td>Start in 2024 Q3</td><td>\$8,000</td></tr> </table>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                |                        | Funding Request (FY24/25) | Target Duration | Estimated Cost | Budget Approval | 2024 Q1 |  | Step 1: On-going meetings between elected officials 'Council & LTC', i.e. once per quarter | Start in 2024 Q2 | \$2,000 | Honoraria for First Nation participation in Step 1 (~80hrs) |  | \$12,000** | Step 1: Related activities and events (i.e. facility rentals, communications, community events, food, educational, learning activities) | Start in 2024 Q3 | \$8,000 |
| Funding Request (FY24/25)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Target Duration                | Estimated Cost         |                           |                 |                |                 |         |  |                                                                                            |                  |         |                                                             |  |            |                                                                                                                                         |                  |         |
| Budget Approval                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2024 Q1                        |                        |                           |                 |                |                 |         |  |                                                                                            |                  |         |                                                             |  |            |                                                                                                                                         |                  |         |
| Step 1: On-going meetings between elected officials 'Council & LTC', i.e. once per quarter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Start in 2024 Q2               | \$2,000                |                           |                 |                |                 |         |  |                                                                                            |                  |         |                                                             |  |            |                                                                                                                                         |                  |         |
| Honoraria for First Nation participation in Step 1 (~80hrs)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                | \$12,000**             |                           |                 |                |                 |         |  |                                                                                            |                  |         |                                                             |  |            |                                                                                                                                         |                  |         |
| Step 1: Related activities and events (i.e. facility rentals, communications, community events, food, educational, learning activities)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Start in 2024 Q3               | \$8,000                |                           |                 |                |                 |         |  |                                                                                            |                  |         |                                                             |  |            |                                                                                                                                         |                  |         |

|                                                                                                                                                                                        |                                                      |                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|------------------------|
| <b>Travel costs</b>                                                                                                                                                                    |                                                      | TBD                    |
| <b>Step 2: *Develop of an Agreement (i.e. protocol, MOU, Friendship Accord) – includes capacity funding to support KFN participation in this work, plus related costs for meetings</b> | Start in 2024 Q3. Likely 6 months, possibly longer.* | ~\$7,500** + \$2,000   |
| <b>Step 2: Legal Review</b>                                                                                                                                                            | ~3 months                                            | ~\$2,000               |
| <b>Step 2: Finalize Agreement &amp; Celebration</b>                                                                                                                                    | ~1 month                                             | ~2,000                 |
| <i>May need multiple fiscal years' budget &amp; priority to support a protocol/MOU agreement.</i>                                                                                      | ~13 months (Q2 2024 – Q2 2025)                       |                        |
|                                                                                                                                                                                        | Total Hours ~600*                                    | <b>Total ~\$31,500</b> |

\*A Protocol/MOU Agreement may take more than one fiscal year, subject to interest and availability by K'ómoks First Nation.

\*\*When providing capacity support funding to First Nations, IT has been allotting \$150 per hour to the Nation.

\* Estimated hours of 1 full-time staff (i.e. Island Planner, Planner 2, and Manager) time.

#### Qualitative:

- Relationship building and forming connections between K'ómoks First Nation and the LTC, and respective staff.
- As an LPS – planning major project (and not under the purview of another department), then it would be classified as 'major' because of following criteria: (Policy 5.9.1)
  - Will likely exceed 12 to 18 months to complete;
  - The budget is expected to exceed \$5,000; and
  - The approach is newer to the IT and not formally established. Therefore the project requires discretionary and additional activities that exceed planning processes.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (i.e.: external competition, government-restricted internal competition, etc.)*

As per Procurement policies.

Will require additional new process for establishing any agreements, such as capacity work agreements, Friendship Accords, etc.

Potential funding sources include:

- Islands Trust First Nation Reconciliation/Capacity funding program, \$150,000 over 5 years, existing from 2023-2028, managed by Trust Area Services.\*
- TAS reconciliation budget – not applicable.
- LTC Project Funding request as a new discrete line item, endorsed by LTC, to be approved by Trust Council.
- Honorarium budget, managed by Administrative Services (Finance).
- Future funding opportunities that align and meet the results of this request, none identified.

\*Subject to input from Trust Area Services, the proposal could be funded from the existing first nation capacity funding program, a combination of the fund and a project budget, or just a separate project budget. It is anticipated that deliberations through the Regional Planning Committee and Financial Planning Committee will clarify the best approach.

**PROPOSED IMPLEMENTATION STRATEGY:** *(What are the specific features of the “roll-out” of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

April 1, 2024 – March 31, 2025 or over 2 years (April 1, 2024 – March 31, 2026)

- LTC Trustees to reach out to K'ómoks First Nation elected members.
- Actions that focus on relational aspects such as calls, meetings, activities between LTC Chair & Trustees, and K'ómoks First Nation Chief & Council. In addition, this scope of work could accommodate the opportunity, with interest from K'ómoks First Nation, to initiate any agreements such as Memorandum of Understanding (MOU), Friendship Accord, or protocol agreement.
- LTC workshops for example can be ways to approach this, or Friendship talks, other topics may be captured.
- An Agreement (i.e. Protocol, MOU, Friendship Accord) may take more than 1 year, subject to interest and availability by K'ómoks First Nation.
- When providing capacity support funding to First Nations, IT administration has been allotting \$150 per hour to the Nation.
- Updates to Regional Planning Committee

- Updates to Legislative/Governance Committee

**STAFF RESOURCING:** *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Staff involvement to support the LTC's work, will need to be identified and confirmed. Staff may include:

- LPS – Depending on which steps are initiated. Lead at different times may be: Island Planner (RPT), Planner 2, and RPM.
- Senior Management (support)
- Senior Indigenous Relations Advisor, Trust Area Services (team)
- Communications Specialist, Trust Area Services (support)
- Legislative Services (support)
- Regional Planning Team capacity to manage the project in 2024/2025 along with other LTC projects that are yet to be approved for that time frame.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

The key objectives, activities and timing, will be led and championed by the HO LTC.

This is governance and advocacy work for the Islands Trust & LTC, and does not solely fall under the planning function in the organization. Also since this is newer for the Islands Trust, a strategic and coordinated approach is needed at the senior governance and management level to inform how this request will be approached and identify the staff to support it.

Should a formal MOU or agreement be established, then administrative meetings (staff to staff) could identify actions as identified by the HO LTC as appropriate to discuss with K'ómoks First Nation in addition to others topics that K'ómoks First Nation may identify.

Communications will be an important aspect accounting for what gets communicated, how, and when. This could include material, updates shared out to communities.

Collaboration on actions may need to be a joint supportive effort with Islands Trust staff (various departments) and K'ómoks First Nation staff. For example, coordinating meetings, events, and joint communications as needed.

This proposed fiscal project seeks to 'address the missing pieces' of this relational and governance aspect, to establish/continue a positive relationship between K'ómoks First Nation and Hornby Island LTC, before staff begin exploring the analysis of larger policy processes and tools (both new and revising existing ones).

**Requested by** (Committee or Business unit): Hornby Island Local Trust Committee

**Prepared by** (name, title)/date: Renee Jamurat, Regional Planning Manager, Planning Services / September 29, 2023

**Reviewed by** (name, title)/date: Stefan Cermak, Director, Planning Services / October 6, 2023



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 Local Trust Committee (SS LTC)

**Department:**

Local Planning Services

**Name of Request:**

Major amendment to SS OCP and SS LUB

**\$ Value of Request (indicate by fiscal year and total if project is multi-year):**

\$96,000

**Budget Source (select all that apply):**

- ☐ **Specific Project Funding** (select all that apply)
- ☒ Third Party Contractors
  - ☐ Staff Travel Expense
  - ☐ Staff Overtime Expense
  - ☐ New Staff Member – Temporary for project
  - ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ Permanent

☐ Temporary

Temp Duration: \_\_\_\_\_

☐ **Other – please describe:** \_\_\_\_\_

**Date of Submission to Finance:**

SSLTC endorsed: September 13, 2024

**Funding Required for (date range):**

April 1 2024-March 31, 2025, \$96,000

April 1 2025-March 31, 2026, \$20,000

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.)

Addresses numerous Strategic Plan Goals and Objectives including: fostering preservation and protection of the Trust Area's ecosystems, sustaining island character and healthy communities, and effective, efficient and collaborative governance.

Implement project under the SS LTC work program per SS LTC's request. The Business case for the SS OCP/SS LUB project was approved for the FY2024/25 per the SS LTC resolution below:

**SS-2022-119**

**It was MOVED and SECONDED,**

That the Salt Spring Island Local Trust Committee amend the Business Case for the major amendment to the Salt Spring Island Local Trust Committee Official Community Plan shown in Appendix 1 of the staff report dated August 9, 2022 by

increasing the projected budget by \$100,000 to include technical analysis and collaboration, and include the review of the Salt Spring Island Local Trust Committee Land Use Bylaw in the title of the project.

**CARRIED**

**ISSUE/OPPORTUNITY:** *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

This business case involves the underspent project budgets for the 2023/2024 fiscal year (FY2023/24) that was approved by the Islands Trust Finance Committee to be carried over to the 2024/2025 budget cycle. Since the budget policy does not allow any unspent funds to be automatically “carried over” to the next fiscal cycle, a new request, in the same amount that was approved minus the amount projected to be expended by the end of FY2023/24, to the Islands Trust Finance Committee for the 2024-2025 (FY2024/5) budget consideration is required. The staff report requesting the SS LTC to endorse the request to submit the business case can be found [here](#).

This business case involves funding support for a major amendment to the (SS OCP) and the (SS LUB), and the associated actions to inform policy development, such as early and ongoing consultation with 13 First Nations that have territorial interests in SSI, conduct of a robust public engagement process, and preparation of a comprehensive draft of the SS OCP amendment. The major amendment to SS OCP continues to advance the the Housing Action Program (HAP) and the Salt Spring Island Community Wildfire Resiliency Plan (which evolved out of, and now replaces, the Protection of Coastal Douglas-fir Zones and Associated Ecosystems (CDF) project).

Salt Spring Island Community Wildfire Resiliency Plan:

Salt Spring Island lies within a forested ecosystem and residents live near and amid these forests. The Capital Regional District has created Community Wildfire Resiliency Plan that examined wildfire risk in the area and provides expert opinions to help build a FireSmart community. The findings of this plan support the incorporation of wildfire protection policies and measures that can be achieved through and OCP.

Housing Action Program:

In late 2022, the Housing Action Program Task Force provided SS LTC with a summary of recommendations to the SS LTC, which included increase interagency collaboration and advocacy for affordable housing, support gentle and moderate density in appropriate areas, enable alternative housing types, reduce environmental impact through home plate, ecovillage, and flexible zoning, consider ecological building credits and transferring density closer to village centres, and decrease current and future housing supply loss due to short-term vacation rental activity. Some policies and bylaw updates have been implemented or are being considered to allow alternative housing types in rural and low-density areas of the island.

In order to advance Housing Action Plan initiatives that were recently adopted by the SS LTC, a major amendment to the Official Community Plan is necessary. This significant review and revision to the OCP will tackle a range of issues that impact the housing affordability, the types of housing options, and the environmental sustainability related to the locations, sizes, and designs of housing development. Issues such as water availability and the moratorium on new connections to the North Salt Spring Waterworks District service area, storm-water and sewer systems, active transportation infrastructure, innovative site and building design, arts and culture, and archaeological significance will all be examined. Active and meaningful engagement with First Nations based on the Islands Trust First Nations Engagement Policy and ongoing collaboration with external agencies and local organizations as well as the public at large will also be part of this planning process.

The major amendment to SS OCP for the Community Wildfire Resiliency Plan is to develop policy and consider creation of a new development permit area through an amendment to the SS OCP to mitigate and reduce risks from interface wildfires. The major amendment to SS OCP for the Housing Action Program is to the OCP’s content and its various elements and how these can be improved to ensure performance on OCP goals while mitigating the ongoing housing affordability and availability crisis.

The need to amend the OCP was identified in the Project Charters of both the HAP and Wildfire projects; this business case is to request funding to proceed with the last stage of the process for both projects. Staff will draft the revisions to the SS OCP; the consulting team will develop and facilitate a robust public engagement process and provide professional input to the draft OCP.

**PROJECTED RESULTS/DELIVERABLES:** *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

An updated SS OCP with modernized policies to address current issues on the island and the associated SS LUB to implement the policies changes are critical to the decision-making process for SS LTC.

The funding request for FY24/25 is to cover costs associated with:

| Description of Activities                                                                                                                                                                                                           | Timelines                         | Budget                        | Projected expenditure by the end of 2024/25 FY                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-------------------------------|---------------------------------------------------------------------------|
| Early and ongoing consultation with 13 First Nations with territorial interests on SSI                                                                                                                                              | Approximately 8 months and beyond | \$26,000 (engagement funding) | \$26,000                                                                  |
| Consultant contract for public engagement program                                                                                                                                                                                   | Spring 2024 for six months        | \$59,000                      |                                                                           |
| Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications, facilities rental. Multiple virtual and/or in-person open houses and community engagement meetings | Over the remainder of 2024        | \$11,000                      |                                                                           |
|                                                                                                                                                                                                                                     | <b>Total FY2024/25 Request</b>    | <b>\$96,000</b>               | (\$70k if the \$26k consultation can be arranged before end of 2024/25FY) |

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

Timelines – a major amendment to the SS OCP is unlikely to conclude in one year. The previous request stated that if funding was approved, a request to carry over unspent money will likely be required.

There has been no full review of the SS OCP since its adoption in 2008; the last amendment was an update to the industrial lands per Bylaw 488. The current document no longer reflects current issues, particularly on policies relating to climate change, First Nations reconciliation, infrastructure servicing, and various affordable housing related policies. This risk is mitigated by the concurrent OCP-LUB Review. Conducting these projects enables Islands Trust to merge engagement activities, technical review, and other project tasks to achieve efficiencies in the project work and consistency across both documents.

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

**Option 1:** Undertake the work in-house, with a less robust public engagement process and significantly more additional in-house resources.

The benefit would be some saving in the Islands Trust budget, but it will, continue to impact existing staff resources and impact service levels, slow down the policy development and the associated SS LUB amendment process which impact adversely on the decision-making process. The financial implications may be saving some money in the budget but at the cost of not having an update SS OCP is significant. The resource requirement in this option will be a substantial amount of time and staff resources. Other implication include not able to bring the current SS OCP up to date to address issues related to housing crises, climate change, infrastructure servicing and First Nations Reconciliation which is missing in this 2008 version.

**Option 2:** Not pursue this amendment or take on smaller, ad hoc amendments over time, but this option would still require substantial elevation and analysis to prioritize amendments to ensure highest impact. This alternative would reduce annual expenditure in the short term while making small progress but the risks is making small and likely in effective progress, and continued non-compliance with the Trust Council's commitment to climate change declaration and First Nations Reconciliation. The financial implication is to save money in the budget but at the cost of having an increasingly outdated SS OCP. The resource requirement under this option is the staff time and resource not being utilized effectively. This would

limit our ability to bring the current SS OCP up to date effectively to address issues related to housing crises, climate change, infrastructure servicing and First Nations Reconciliation which is missing in this 2008 version.

**CRITICAL SUCCESS FACTORS:** *(What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

The support of skilled facilitation and innovative approaches and an unbiased, neutral third-party professional to assist in the process are critical. Best practice in OCP development and engagement fields are constantly evolving fields and specialists can offer considerable value to these process elements. While staff in the Salt Spring office and the Regional Planning Team can provide valuable input and support, relying solely on in-house staff resources would burden staff and take away from sustaining the ongoing administration of planning services (i.e. development inquiries, applications, and minor projects). The financial implications of contracting the service is outweighed by the advantages of specialist expertise and specific scopes of work.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Approve the request to secure the approved \$96,000 to conduct a major amendment to the SS OCP to and SS LUB to advance the final stage of the work on the CDF and HAP LTC projects.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative:

- \$59,000 for a contract with a consultant with experience in a public engagement program, from designing visuals, preparing the technical aspect, conducting the facilitation and outreach, to analysing, summarizing and presenting the outcome, and providing professional third-party review of the draft amendment.
- \$26,000 for early and ongoing consultation with First Nations will result in \$2,000 per nation (it is anticipated that this amount will be spent if the coordination with First Nations is successful before the end of 2023).  
\*This budget was cut to half and merged with the Ganges Village Area Plan project, but the total amount of \$26,000 is critical as this is by far the most important part of the project in strengthening the relationship with the 13 First Nations with territorial interests on the island.
- The cost of \$11,000 is based mainly on the previous public engagement program; the cost of printing and distribution to the island is substantial but critical and effective, and facilities rental and technology support are estimates based on previous events.

Qualitative:

Per the Islands Trust "Best Management Practices For Delivery Of Local Planning Services," the Community Wildfire Resiliency Plan and the HAP are considered extraordinary projects as both involve a major amendment to the SS OCP (and likely a few subsequent LUB amendments). There was unspent money from the previous budget in 2021 but was not being carried over to 2022. As a result, the RFP for a consultant to conduct the public engagement process for HAP was cancelled.

To undertake the major amendment to the SS OCP and the accompanied SS LUB will require significant funding support. Data collection and analysis has always been missing in the policy development work for recent bylaws and OCP amendments. In order to conduct a comprehensive review and update, consultation with expertise will be necessary. Furthermore, many efforts at the front end on the two projects had been undertaken. If the SS OCP is not updated to reflect the findings and recommendations, this work will not be put to productive use.

The project team will draw on their experience and propose a creative and responsive public engagement process that to achieve the desired goals and outcomes for the Salt Spring community. They will interview key stakeholders, interest groups, communities, and others who may be the focus of an engagement process. The contract will include the design of a public engagement plan, the facilitation of engagement activities, participation logistics, prepare materials and/or translation, offering interacting tools for public engagement, recording and documenting public input received, conducting an ongoing assessment of engagement activities, summary and presentation of the outcomes to the SS LTC, and other activities as appropriate.

Public engagement must be done planned strategically to facilitate an open dialogue and to inspire collaborative development of a long-term vision and goals. Through use of skilled consultant to support engagement planning and execution, the achievement of sound, valid engagement outcomes can lead to successful outcomes. With local knowledge input from the SS LTC and community partners need to draw on the skill sets and experiences, as well as the models or

techniques that a professional group can offer to better respond to the public participation needs unique to the Salt Spring community.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Per Islands Trust and BC procurement process for hiring consultants.

**PROPOSED IMPLEMENTATION STRATEGY:** *(What are the specific features of the “roll-out” of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

RFP in early 2024, consulting services in late spring, completion of public engagement by late summer, draft OCP by late fall for first reading on draft SS OCP.

**STAFF RESOURCING:** *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

As proposed, this is an Extraordinary Project under Trust Council Policy 6.2.1 due to its budget and anticipated staff resourcing needs.

- RPM: 0.15 FTE
- Island Planner: 0.75 FTE
- Planner 2: 0.3 FTE
- Admin: 0.1 FTE
- Information Services (Mapping): 0.1 FTE

Standard service support will be needed from Administrative Services for Information Services, Finance Support. Trust Area Services will also contribute non-extraordinary advisory and role in supporting public engage. First Nations engagement will be critical to the success of this project and an outsized role is anticipated in staff resources from this departmental function.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

Staff will develop a detailed and phased work plan for LTC consideration that includes but is not limited to: external professional expertise required; project timeline; estimated cost; activities; interagency cooperation; key milestones and decision points; and deliverables.

To ensure the need for professional services is minimized and use of staff is optimized, a scope of work will be prepared by staff through the remainder of this Fiscal Year, and this will be reviewed with SS LTC prior to issuance of an RFP. The scope of work will be supported by sources that have informed policy since the last SS OCP was prepared, which include:

- A backgrounder of:
  - recent studies
  - landmark developments
  - major policy changes
  - identified needs
- A communications and engagement strategy to:
  - clarify the purpose and scope of public engagement in this project
  - establish high-level public engagement goals
  - identify available communications and engagement resources and limitations (software, human resources, travel)
  - Establish policies of engagement for the project through various forms of media

- List and analyse risk and management needs of interest holders.

The scope of work will serve to provide local context and ensure that submissions compete on matters that are relevant to developing suitable project proposals, deliverables, and milestones to be included in the eventual contract. Throughout the project's execution, the project manager will be responsible for identifying risk and potential consideration for substantial change from the contract, and put forward recommendations to SS LTC for possible actions to address this. Changes that exceed phase budgets or timing will be brought to SS LTC as early as possible with options for budget shifts, schedule changes, or other alternatives.

**Requested by:** the SS LTC

**Prepared by** Chris Hutton, RPM, September 7, 2023

**Reviewed by** (name, title)/date: Stefan Cermak, Director, Planning Services, [date]



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):**

Chris Hutton on behalf of  
Salt Spring Local Trust Committee (LTC)

**Department:**

Local Planning Services

**Name of Request:**

Ganges (Shiya'hwt/SYOWT) Village Area Plan

**\$ Value of Request (indicate by fiscal year and total if project is multi-year):**

\$86,500

**Budget Source (select all that apply):**

- ☐ **Specific Project Funding** (select all that apply)
- ☒ Third Party Contractors
  - ☐ Staff Travel Expense
  - ☐ Staff Overtime Expense
  - ☐ New Staff Member – Temporary for project
  - ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ Permanent

☐ Temporary

Temp Duration: \_\_\_\_\_

☐ **Other – please describe:** \_\_\_\_\_

**Date of Submission to Finance:** September 28, 2023

**Funding Required for (date range):**

April 1 2024-March 31, 2025

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** *(Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

Addresses numerous Strategic Plan Goals and Objectives including: ensuring that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems, 'sustaining island character and healthy communities, and effective, efficient and collaborative governance.

Implement project under the LTC work program per LTC's request. The Business case for the Ganges Village Area Plan project was approved for the FY24 per the LTC resolution below:

**SS-2022-121**

**It was MOVED and SECONDED,**

That the Salt Spring Island Local Trust Committee endorse the Business Case for the Ganges (Shiya'hwt/SYOW T) Village Area Plan shown in Appendix 2 of the staff report dated August 9, 2022 and forward it to the Islands Trust Financial Planning Committee for consideration of inclusion in the 2023-2024 Islands Trust budget.

**CARRIED**

**ISSUE/OPPORTUNITY:** *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

**Background**

This business case involves the underspent project budgets for the 2023/2024 fiscal year (FY24) that was approved by the Islands Trust Finance Committee to be carried over to the 2024/2025 budget cycle. Since the budget policy does not allow any unspent funds to be automatically “carried over” to the next fiscal cycle, a new request, in the same amount that was approved minus the amount projected to be expended by the end of FY24, to the Islands Trust Finance Committee for the 2024-2025 (FY25) budget consideration is required. The staff report requesting the LTC to endorse the request to submit the business case can be found [here](#).

**Ganges Village Planning:**

On November 10, 2020, the LTC passed the resolutions adopting the Project Charter, budget and Engagement Plan for the Ganges Village Planning Project. Since then, a Ganges Village Planning Task Force (aka Special Project Advisory Planning Commission) was formed, meeting twice a month to explore issues, policies and visions, and offered recommendations to the LTC. A consulting team was retained to conduct a robust public engagement program, working in conjunction with the Task Force. The consulting team also facilitated a two-day workshop with the Task Force and a community Design Idea workshop. A comprehensive report summarizing the public engagement program by the consulting team is available on the [project webpage](#). This budget request is for the final stage of the Ganges (Shiya’hwt/SYOWT) Village planning process to draft the Ganges (Shiya’hwt/SYOWT) Village Area Plan (Note that the title of the area plan was suggested by Lyackson First Nations).

Ganges Village is the urban core of the Islands Trust Area and faces unique demands on a scale and intensity not experienced elsewhere within the Islands Trust Area. Previous community engagement efforts in relation to Ganges Village Planning were undertaken in 1995 and again in 2006. Much has changed since then while much remains unresolved:

- Ganges is acknowledged as a First Nations village site,
- Parts of Ganges are subject to sea level rise and could face the most costly levels of social and economic impact from climate change in the Islands Trust Area,
- Ganges is the focal point of homelessness on Salt Spring Island, which and has the greatest per capita homeless population in the Capital Regional District,
- Ganges infrastructure is aging and being replaced or upgraded which requires consideration of growth patterns,
- Ganges falls within the service area of the North Salt Spring Waterworks District, (NSSWD), which has a moratorium restricting new connections to the community water system.
- Ganges is the service centre and economic driver for Salt Spring Island, and to large extent, the Islands Trust Area. There is development potential to revitalize properties, hotels, harbours, and institutional supports.

Policies to address these issues and opportunities are woefully outdated and do not reflect Trust Council’s implementation of the First Nations Engagement Principles Policy, Trust Council’s Reconciliation Declaration, and Trust Council’s declaration of a Climate Emergency. To address these numerous issues, the SSI LTC requested staff to create a project charter that will deliver a Ganges Village Area Plan.

This project provides the SSI LTC the opportunity to advance various objectives within the Trust Council Strategic Plan including, but not limited to, the following topics:

- *Mitigate and adapt to climate change impacts*
- *Improve community engagement and participation in Islands Trust work*
- *Strengthen housing affordability*

*Strengthen relations with First Nations and to advance Trust Council’s commitment to Reconciliation*

**PROJECTED RESULTS/DELIVERABLES:** *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

A standalone Area Plan for the Ganges Village to guide future development growth and to build a sustainable village.

The funding request for FY2024/25 is to cover costs associated with:

| Description of Activities                                                                                                       | Timelines                  | Budget                         | Projected expenditure by the end of 2024/25 FY |
|---------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------|------------------------------------------------|
| Consultation and coordination between LTC and 13 First Nations                                                                  | ongoing                    | \$26,000                       |                                                |
| Consultant selection process for drafting the area plan and the public consultation of the area plan                            | Spring 2024 for six months | \$53,000 – consulting contract |                                                |
| Technology (mapping, data analysis, etc.) and administrative support for public consultation process                            | Over the course of 2024    | \$2,500                        |                                                |
| Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications | Over the course of 2024    | \$5,000                        |                                                |
|                                                                                                                                 | <b>Total Request</b>       | <b>\$86,500</b>                |                                                |
|                                                                                                                                 |                            |                                |                                                |
| Dovetail work with concurrent OCP-LUB Project to facilitate policy and regulatory consistency with key development documents.   |                            | \$25,000                       |                                                |

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks.)*

Ganges Village is the Islands Trust's core economic and service centre, it is facing an immense demand for development. If suitable planning policies are not in place, the area will grow in the direction that deviates from the objectives set forth in the Trust Council Strategic Plan, which includes their commitment to First Nations Reconciliations, protection and preservation of the environment, and Climate Change without an area plan to provide specific guidelines for future development. This is the final stage of the Ganges Area Plan planning process, community has the expectation of an area plan being completed to guide the future of the core area. First Nations also anticipate being part of the process to address the future of Ganges Village as the area continue to grow and prospect with First Nations being part of the process.

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

**Option 1:** Undertake the drafting of the area plan in-house. This option will require substantially longer timeframe to complete this project, which has already been nearly two years in the making. There is limited resources in the SS office, to undertake the drafting of the area plan, the consultation and co-development of policies with the 13 First Nations, the collaboration with agencies through the existing Technical Working Group, along with public consultation of the draft area plan and various discretionary process will be quite overwhelming for the staff involved.

**Option 2:** Instead of creating a standalone document of an area plan, only amend the existing section of the SS OCP – Section B.5.2 Ganges Village Designation, as part of the major amendment to the SS OCP process. This option will provide limited ability to address issues relating to Ganges Village holistically as identified in the original Project Charter.

**Option 3:** Keep the same project charter and budget but fund the project via a Special Tax Requisition. This project is not relevant to just Salt Spring Island, Ganges Village being the urban heartbeat of the Islands Trust Area and Ganges Village Planning is vital to the health of the Islands Trust's communities as a whole. The project will apply Trust Council's declarations and implement the Trust Council Strategic Plan. Salt Spring Island contributes the greatest portion of tax revenue funding to the Islands Trust. Salt Spring Island already uses a special tax requisition to fund SSIWPA which assists other water sustainability projects throughout the Trust area. The impact of funding this project via special tax requisition is to save the overall proposed Trust Council budget of approximately 1%, whereas the special tax requisition would have a more dramatic impact on local Salt Spring Island taxpayers. This option would further delay the project as there is a substantial process to implementing a special tax requisition.

**CRITICAL SUCCESS FACTORS:** *(What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

With an unbiased, neutral third-party professional to draft the area plan (based on recommendations from the completed engagement program and the Ganges Village Planning Task Force), will help to address public opinions and the pre-conceived notion of the island Islands Trust's staff.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Approve the request for \$86,500 as requested.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative Analysis:

- \$53,000 for a contract for combined graphic design and policy writing. Professional consulting to write area plan usually cost over \$100,000, but this usually includes public engagement. Since the engagement process has been completed, the cost should be substantially lower.
- \$7,500 for technical support and educational material are estimates based on prior processes.
- \$26,000 as capacity funding for First Nations is a low estimate. The LTC did not finalize a project charter for this project to pursue grant funding to inform this and other policy initiatives, and to focus on collaboration with First Nations. This commitment requires funding support; it is the same amount as in the SS OCP/SS LUB business case but this budget was cut to half and merged with the SS OCP/SS LUB project.  
\*The total amount of \$26,000 is required as this is by far the most critical part of the project in strengthening the relationship with the 13 First Nations with territorial interests on the island.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

As per Islands Trust Council Policy 6.5.3 (Procurement). If the budget is approved, staff will prepare a more detailed scope of work within the budgeted amount for the LTC's consideration and proceed with procurement.

**PROPOSED IMPLEMENTATION STRATEGY:** *(What are the specific features of the "roll-out" of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

An approved Ganges Village Area Plan is expected to include an Implementation Plan with short, medium, and long-term policies and actions to achieve its vision and goals. Execution of these implementation items will be subject to Islands Trust Council Policy 6.2.1 (Priority Setting and Review Guidelines), including LTC projects. Additionally, as policy the plan's policy will form part of any review of issues, applications, or referrals that affect the Plan Area.

**STAFF RESOURCING:** *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

As proposed, this is an Extraordinary Project under Trust Council Policy 6.2.1 due to its budget and anticipated staff resourcing needs.

- RPM: 0.1 FTE
- Island Planner: 0.5 FTE
- Planners: 0.2 FTE
- Admin: 0.1 FTE
- Information Services (Mapping): 0.1 FTE

Standard service support will be needed from Administrative Services for Information Services, Finance Support. Trust Area Services will also contribute non-extraordinary advisory and role in supporting public engage. First Nations engagement will be critical to the success of this project and an outsized role is anticipated in staff resources from this departmental function.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

Staff will develop a detailed and phased work plan for LTC consideration that includes but is not limited to: external professional expertise required; project timeline; estimated cost; activities; interagency cooperation; key milestones and decision points; and deliverables.

Prior to procuring professional services, staff will prepare a scope of work that reflects input received to ensure that proposals compete on matters that are relevant to developing suitable project proposals, deliverables, and milestones to be included in the eventual contract. Throughout the project's execution, the project manager will be responsible for identifying risk and potential consideration for substantial change from the contract, and put forward recommendations to SS LTC for possible actions to address this. Changes that exceed phase budgets or timing will be brought to SS LTC as early as possible with options for budget shifts, schedule changes, or other alternatives.

A standard educational and informational online tools have been developed, and a general stakeholder groups was identified in the Ganges Village Public Engagement Program conducted by the consulting team which included a specific list of contacts of stakeholders, community groups, relevant agencies, and various First Nations communities.

**Requested by:** the Salt Spring LTC

**Prepared by:** Chris Hutton, Regional Planning Manager, September 7, 2023

**Reviewed by :** Stefan Cermak, Director, Planning Services, September 7, 2023



Islands Trust

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

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**Note:** Information in *blue font* added to reflect new Business Case template, subsequent to SS LTC business case endorsement at its meeting of December 14, 2023.

**TO BE COMPLETED BY INITIATOR**

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

Salt Spring Island Local Trust Committee

**Department:**

Planning Services

**Name of Request:**

Salt Spring Island Groundwater Sustainability Strategy

**\$ Value of Request (indicate by fiscal year and total if project is multi-year):**

\$16,500

(To be funded from **unspent special property tax requisition funds** from previous fiscal years)

**Budget Source** (select all that apply):

☒ **Specific Project Funding** (select all that apply)

☒ Third Party Contractors

☐ Staff Travel Expense

☐ Staff Overtime Expense

☐ New Staff Member – Temporary for project

☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ Permanent

☐ Temporary

Temp Duration: \_\_\_\_\_

☒ **Other – please describe:** Communications and education materials; Meeting costs

**Date of Submission to Finance:** January 11, 2024

**Funding Required for (date range):** April 1, 2024, to March 31, 2025

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.)

*Islands Trust Freshwater Sustainability Strategy*

*Islands Trust Freshwater Sustainability Strategy* endorsed in December 2021 envisions a central role for Islands Trust in freshwater monitoring and analysis.

## GWSS 2. Develop a coordinated long-term water monitoring program

Water monitoring must be continuous and coordinated with other agencies that have existing programs and regulatory structures. Islands Trust will collate data pertaining to water quality, quantity, and aquatic ecosystems. This will require expanding the Trust's role in coordinating these activities among water purveyors, regional districts, health authorities, First Nations, Provincial agencies, and community groups. In select cases, this will require direct involvement in on-the-ground monitoring. Islands Trust may also engage local stewardship groups and residents to participate in data collection.

## GWSS 3. Groundwater data and information inventory

This action, already well underway, entails gathering and inventorying existing groundwater datasets and identifying gaps. This is foundational to many other actions in the strategy that use scientific information to inform decision making and influence resident behaviour.

### Salt Spring Island Watershed Protection Plan 2022-2032 (WPP)

Aligning with the greater Islands Trust Freshwater Sustainability Strategy, the recently-endorsed Salt Spring Island Watershed Protection Plan anticipates Islands Trust retaining a primary role in groundwater data collection and monitoring going forward.

| Groundwater Science                                                                                                                       |    |        |
|-------------------------------------------------------------------------------------------------------------------------------------------|----|--------|
| 5. Improve management of groundwater data to inform decision making.                                                                      | IT | \$\$   |
| 6. Continue to develop a coordinated long-term groundwater monitoring program, including monitoring saline intrusion along coastal zones. | IT | \$\$\$ |
| 7. Continue groundwater recharge potential mapping and delineate areas likely to have hydraulic connectivity with surface water.          | IT | \$\$   |
| 8. Continue groundwater availability assessments including delineating well catchment areas and identifying aquifer supply capability.    | IT | \$\$\$ |

**ISSUE/OPPORTUNITY:** (What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)

Since 2018/19 SS LTC has been the lead agency in a Salt Spring Island Watershed Protection Alliance (SSIWPA)-coordinated pilot project that established 14 groundwater observation wells and 5 lake monitoring stations on Salt Spring Island. This pilot project was made possible by a Real Estate Foundation of British Columbia Freshwater Sustainability Grant and financial contributions from SSIWPA member agencies. The purpose of the project is to monitor water levels to observe seasonal changes in the groundwater table and in lake levels. Monitoring partnerships were established through the generosity of Salt Spring Island community volunteers.

SS LTC wishes to formally conclude the pilot program before the end of fiscal 2023/24. Conclusion of the pilot project will culminate with the presentation of an analysis of the data derived from the pilot to the LTC, followed by a Community Information Meeting in early fiscal 2024/25 to share the results with the greater community. Following conclusion of the pilot project, it is SS LTC's intention to continue ground-and-surface-water monitoring until such time as another agency or organization can take on the work.

Staff will work with agencies and local organizations identify a path forward to maintain a monitoring program outside of Islands Trust and transfer ownership of monitoring infrastructure. However, SS LTC must prepare for the possibility that this does materialize, or that there are participating land owners who no longer wish to host monitoring stations and request the infrastructure be removed.

Islands Trust Senior Freshwater Specialist suggests that removal of the majority of monitoring stations is simple and can be undertaken by staff. However, there may be monitoring stations where removal requires the assistance of a certified pump installer. The purpose of this business case is primarily to ensure that there is funding available for this contingency. Funding may also be needed for routine maintenance of the monitoring stations, which are approximately mid-way through their expected lifespans.

**PROJECTED RESULTS/DELIVERABLES:** *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

Results/deliverables of this funding request are:

- Removal of ground water and surface water monitoring stations at Islands Trust's cost (as needed)
- Routine maintenance of data loggers
- Public presentation of Ground Water and Surface Water Monitoring Pilot Project Results

**Proposed use of the requested funding is as follows:**

- \$1,500 – to host a Community Information Meeting to share data and analysis derived from the monitoring pilot project; and
- \$15,000 – to remove any groundwater data loggers that require the assistance of a licensed pump installer.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

Islands Trust installed monitoring stations on private property and should be prepared to remove them if the land owner requests such when the pilot project concludes. Islands Trust should allocate funding to do so.

The primary risk lies in not approving this funding request, as Islands Trust is obligated to remove the infrastructure at its own expense. Declining to use these already-available funds will result in having to locate funding from another revenue source.

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

There is no alternative to removal of data loggers if requested by land owners. Islands Trust installed these monitoring stations on private property and should be prepared to remove them if a land owner no longer wishes to participate in the project.

**Option 1: Terminate Salt Spring Island Groundwater and Surface Water Monitoring Program**

*Benefits* – Staff (primarily senior freshwater specialist) time can be re-allocated to other projects.

*Risks* – Islands Trust and other agencies would be deprived of data that can help understand and inform responses to the impacts of climate change on freshwater resources on Salt Spring Island; Islands Trust would be withdrawing from actions identified in both the Freshwater Sustainability Strategy and SSI Watershed Protection Plan.

*Financial implications* – Money will still need to be allocated, per this business case, for removal of any data loggers that require a certified professional.

*Resource requirements* – Some hours of Senior Freshwater Specialist staff time will be required to remove data loggers if the program is terminated.

*Other implications* – N/A

**CRITICAL SUCCESS FACTORS:** *(What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

Agency and community organization commitment.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

That the SS LTC requests Islands Trust FPC include a draw of \$16,500 from unspent special property tax requisition funds in the fiscal 2024/25 Trust Council budget to support the Ground and Surface Water Monitoring Pilot Project.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

The benefit of proceeding in accordance with this business case is that funds for decommissioning monitoring stations can be allocated from an existing Islands Trust account. Declining to endorse the business case means the organization will have to identify some other means to raise the necessary funds to remove data loggers that may require the assistance of a certified pump installer.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Spending on the Salt Spring Island Groundwater Sustainability Strategy will be done in accordance with [Islands Trust Procurement Policy 6.5.3](#)

**PROPOSED IMPLEMENTATION STRATEGY:** *(What are the specific features of the “roll-out” of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

Over the next several months staff will communicate with land owners who host, or provide access to, groundwater or surface water monitoring stations. Among the questions that will be asked at that time is whether they wish to continue in the monitoring program past the close of the pilot phase. For land owners that wish to continue, nothing will change and staff will conduct periodic site visits to download data and inspect the condition of the data loggers. For land owners that no longer wish to participate in the monitoring program, staff will remove the data loggers.

**STAFF RESOURCING:** *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

70 hours – Senior Freshwater Specialist

16 hours – Planning Staff

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

This is an ongoing SS LTC project that does not have any organizational change management requirements.

Staff will communicate with land owners accordingly, and will engage prospective agency and/or community partners regarding the long-term sustainability of the monitoring program.

**Requested by:** Salt Spring Island Local Trust Committee

**Prepared by** Jason Youmans, Auxiliary Planner/January 9

**Reviewed by** Chris Hutton, Regional Planning Manager/January 10



Islands Trust

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

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**Note:** Information in *blue font* added to reflect new Business Case template, subsequent to SS LTC business case endorsement at its meeting of December 14, 2023.

**TO BE COMPLETED BY INITIATOR**

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

Salt Spring Island Local Trust Committee

**Department:**

Planning Services

**Name of Request:**

Salt Spring Island Proof of Water - Subdivision

**\$ Value of Request** (indicate by fiscal year and total if project is multi-year):

\$1,500

(To be drawn from **unspent SSI LTC special property tax requisition funds** from previous fiscal years)

**Budget Source** (select all that apply):

☒ **Specific Project Funding** (select all that apply)

- ☐ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ **Permanent**

☐ **Temporary**

Temp Duration: \_\_\_\_\_

☒ **Other – please describe:** Communications and education materials, Meeting costs

**Date of Submission to Finance:** January 11, 2024

**Funding Required for (date range):** April 1, 2024 to March 31, 2025

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.)

*Islands Trust Freshwater Sustainability Strategy*

*Islands Trust Freshwater Sustainability Strategy* endorsed in December 2021 anticipates a review and update of local subdivision proof of water requirements.

#### GWSS 10. Customize water supply requirements for new development to local circumstances

Incorporating proof-of-water requirements into land use bylaws for subdivision and rezoning applications provides an opportunity to customize requirements to the unique characteristics of each local trust area/island municipality. It can also improve integration of water management considerations into subdivision applications administered by the Ministry of Transportation and Infrastructure. Some land use bylaws in the Islands Trust Area already include proof-of-water provisions. However, these may not account for the latest information or climate change. Islands Trust will review all proof-of-water requirements currently in use, incorporate new requirements into land use bylaws for areas that do not currently have them, and develop parallel requirements for rezoning applications.

#### Salt Spring Island Watershed Protection Plan 2022-2032 (WPP)

Aligning with the greater Islands Trust Freshwater Sustainability Strategy, the recently-endorsed Salt Spring Island Watershed Protection Plan anticipates that Islands Trust will advance local regulations and guidelines concerning proof of water for development applications.

| Watersheds and Drinking Water Protection Planning                                                                                |    |      |
|----------------------------------------------------------------------------------------------------------------------------------|----|------|
| 13. Integrate water availability and vulnerability information into land use policies and regulations.                           | IT | \$   |
| 14. Establish groundwater regions as a focus for land use planning on Salt Spring Island.                                        | IT | \$   |
| 15. Develop local guidelines, policies, and regulations for proof of sufficient water requirements for development applications. | IT | \$\$ |

**ISSUE/OPPORTUNITY:** *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

Staff have observed that water quantity reports received as part of subdivision applications are of varied quality and occasionally inadequate to determine the long term reliability of the groundwater source. This suggests that there are ambiguities within the current regulations which results in inconsistent reporting. Current regulations are based on a “professional reliance” model and defer responsibility for determining water sufficiency to the consulting engineer hired by the applicant to certify, based on the test undertaken, that the quantity of available water is satisfactory. This professional reliance model was developed when Islands Trust did not have in-house expertise to interpret groundwater reporting. However, with the creation of the Senior Freshwater Specialist position, Islands Trust now has on staff a professional hydrogeologist that can advise on groundwater matters. Notwithstanding the availability of the Senior Freshwater Specialist, proposed bylaw amendments arising from this project have been drafted so that review of submitted information by a professional staff hydrogeologist will not be required. Rather, it will make the reporting requirements for applicants more prescriptive, such that planning staff are assured consistent report content across applications.

**PROJECTED RESULTS/DELIVERABLES:** *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

Proposed Bylaw No. 532 will better protect groundwater and groundwater users when land is subdivided and ensure that expectations are clear about what potable water information applicants must provide as part of a subdivision application. The bylaw amendment:

- Provides greater clarity with respect to proof of potable water documentation that subdivision applicants must provide;
- Provides clear requirements and expectations for professional hydrogeologists to follow;

- Increases the per-dwelling-unit water volume required to harmonize with Section 22(8) of the [Water Sustainability Act](#);
- Eliminates requirement to demonstrate specific potable water volumes for commercial/industrial uses; defers to [Water Sustainability Act](#) licensing requirements for non-domestic uses.

Bylaw No. 532 is primarily a technical exercise to bring the land use bylaw into alignment with the [Water Sustainability Act](#), [Groundwater Protection Regulation](#), [Professional Governance Act](#) and associated guidelines established by the Province. Bylaw amendments have been developed by Islands Trust Senior Freshwater Specialist and planning staff with initial guidance provided by SSIWPA Technical Working Group (TWG) and three drafts of proposed amendments reviewed by staff from the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD).

Proposed project spending is as follows:

- \$500 – to host a Community Information Session; and
- \$1,000 – to advertise the proposed bylaw in place of a public hearing.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

There are no organizational risks associated with the proposed bylaw amendments.

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

At the outset of the project SS LTC considered retaining its existing proof of water requirements.

**CRITICAL SUCCESS FACTORS:** *(What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

This is a minor technical amendment to the Salt Spring Island Land Use Bylaw. The critical success factor is LTC bylaw approval.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

That the SS LTC requests Islands Trust FPC include a draw of \$1,500 from unspent special property tax requisition funds in the fiscal 2024/25 budget to support the Proof of Water – Subdivision Project.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

The proposed bylaw amendments are minor. The associated costs are standard costs associated with the bylaw amendment process (public hearing ads, venue rental, etc). **Funds will be drawn from SS LTC's unspent special property tax requisition funds** and therefore no new taxation will be required.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Spending on the Proof of Water – Subdivision Project will occur in accordance with Islands Trust [Procurement Policy 6.5.3](#)

**PROPOSED IMPLEMENTATION STRATEGY:** *(What are the specific features of the “roll-out” of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

This is a minor technical amendment to the Salt Spring Island Land Use Bylaw. LTC has requested a communications strategy to support bylaw implementation.

Anticipate bylaw adoption July 2024.

**STAFF RESOURCING:** *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

This is an ongoing LTC planning project. The majority of staff hours have already been invested in the drafting and refinement of the bylaw over several years.

Staff anticipate that 80 hours of staff time will be required to complete this project as follows:

44 hours – Planner (Respond to SS LTC questions/concerns, prepare communications strategy, prepare staff reports, manage bylaw referral, attend meetings)

20 hours - Senior Freshwater Specialist (assist in response to SS LTC questions/concerns, assist in development of communications strategy)

10 hours - Legislative Clerk (assemble public hearing binder, attend public hearing, prepare public hearing report, amend bylaw)

6 hours - Planning Team Assistant

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

LTC has requested a communications strategy to ensure the intent of effect of the bylaw amendments are appropriately conveyed.

**Requested by** Salt Spring Island Local Trust Committee

**Prepared by** Jason Youmans, Auxiliary Planner/January 9

**Reviewed by** Chris Hutton, Regional Planning Manager/January 10



Islands Trust

## Budget Funding Request Short-Form Business Case

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**Note:** Information in *blue font* added in accordance with new Business Case template, subsequent to SS LTC business case endorsement at its meeting of December 14, 2023.

### TO BE COMPLETED BY INITIATOR

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <b>Requested by (Committee or Operational Unit):</b><br><br>Salt Spring Island Local Trust Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Budget Source</b> (select all that apply):<br><br><input checked="" type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)<br><input checked="" type="checkbox"/> Third Party Contractors<br><input type="checkbox"/> Staff Travel Expense<br><input type="checkbox"/> Staff Overtime Expense<br><input type="checkbox"/> New Staff Member – Temporary for project<br><input type="checkbox"/> Computer Hardware/Software<br><br><input type="checkbox"/> <b>Furniture &amp; Equipment</b><br><br><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b><br><br><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)<br><input type="checkbox"/> Permanent<br><input type="checkbox"/> Temporary<br>Temp Duration: _____<br><br><input checked="" type="checkbox"/> <b>Other – please describe:</b> Meeting costs, communications |
| <b>Department:</b><br><br>Planning Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Name of Request:</b><br><br>Salt Spring Island Watershed Protection Plan 2022-2032 Coordination                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>\$ Value of Request</b> (indicate by fiscal year and total if project is multi-year):<br><br>\$55,000<br><br>(to be funded through <b>unspent special property tax requisition funds</b> from previous fiscal years)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Date of Submission to Finance:</b> January 11, 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Funding Required for:</b> April 1, 2024 – March 31, 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>TIE TO ISLANDS TRUST GUIDING DOCUMENTS:</b> (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).<br><br><b>Trust Council Bylaw No. 154</b><br><br>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: <ul style="list-style-type: none"> <li>• <i>Coordinate and assist in the determination of regional, improvement district and government of British Columbia policies;</i></li> <li>• <i>Coordinate the implementation of regional, improvement district and government of British</i></li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

*Columbia policies; and*

- *Coordinate the carrying out of regional, improvement district and government of British Columbia policies*

Under Bylaw No. 154 SS LTC may continue to coordinate watershed protection work on Salt Spring Island if it so chooses.

#### ***Salt Spring Island Official Community Plan Bylaw No. 434***

The Salt Spring Island OCP generally supports SS LTC involvement in watershed protection initiatives as per the following community objective:

A.4.3.2 To provide direction for the conservation and stewardship of natural resources, especially our surface and groundwater supply.

#### ***Salt Spring Island Watershed Protection Plan 2023-2032***

Endorsed by SS LTC in July 2023, the Salt Spring Island Watershed Protection Plan recognizes the importance of coordinated implementation of the plan and that watershed protection requires cooperation among multiple agencies and stakeholders.

**Action 19. Continue to convene a multi-organization forum for communication and coordination about watershed protection activities.**

Multiple players have roles in watershed stewardship and protection on Salt Spring Island. Since 2013, coordination has been driven by the Salt Spring Island Watershed Protection Alliance under the leadership of Islands Trust. Partner agencies are committed to continuing an interagency forum to advise on regional, local, and provincial government policies. The way that coordination is currently structured will be re-evaluated as part of implementation of the governance review in order to ensure that this effort is efficient, effective, and satisfying for the organizations and individuals involved.

**Watershed Protection Governance and Coordination: Priority Projects**

- Complete review of current governance arrangements for watershed protection coordination building on work commenced in 2022 including review of funding arrangements and interagency coordination mechanisms.
- Work with interested First Nations to identify their priority projects and interests related to watershed protection on Salt Spring Island.

(Excerpt from Salt Spring Island Watershed Protection Plan 2022-2032)

**ISSUE/OPPORTUNITY:** *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

The objective of this initiative is to confirm a preferred governance model that allows for the coordinated, cost-efficient implementation of the Salt Spring Island Watershed Protection Plan 2023-2032.

See staff report of December 14, 2023 on page 121 [here](#) for fulsome discussion and project charter for this project.

**PROJECTED RESULTS/DELIVERABLES:** *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

Since 2013 SS LTC has funded the coordination of watershed protection work on Salt Spring Island through the Salt Spring Island Watershed Protection Alliance (SSIWPA). In July 2023 SS LTC signalled a desire to see

coordination of SSIWPA transfer to the Capital Regional District (CRD). However, CRD will not be in a position in the 2024/25 fiscal year to administer a SSIWPA-like entity. As such, SS LTC has resolved to continue leading coordination of the recently-endorsed Salt Spring Island Watershed Protection Plan 2023-2032 in the form of an inter-agency staff working group instead of SSIWPA.

Results/deliverables of this funding request are as follows:

- Multi-agency agreement on the best way to coordinate and advance implementation of the Salt Spring Island Watershed Protection Plan 2023-2032;
- Assist the Capital Regional District to develop a Drinking Water and Watershed Protection Service if requested;
- Engage First Nations on priority watershed protection actions; and
- A public meeting to share progress on implementation of the WPP and solicit input

Proposed project spending is as follows:

\$5,000 – “Big tent” meeting of agencies, NGOs and water-interested individuals

\$10,000 – First Nations engagement

\$40,000 – Consulting services to either a) develop a terms of reference for a Drinking Water and Watershed Protection Service; or b) Support watershed governance decision-making process.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks. )*

The principal risk to the success of this project is the ability of other agencies to resource meaningful investment at the staff and political level in the exploration and advancement of watershed governance alternatives.

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

**Option 1: Maintain SSIWPA to coordinate Watershed Protection Plan (WPP) implementation using unspent special property tax requisition funds**

*Benefits* – SSIWPA membership and structure is already in place.

*Risks* – (1) Maintaining SSIWPA would require successful procurement process to hire contract coordinator; (2) Because of its structure, SSIWPA’s success in coordinating watershed protection action has been limited.

*Financial implications* – None. Necessary funding is already held in an Islands Trust account.

*Resource requirements* – This would increase staff resource requirements, as staff would have to both manage the SSIWPA coordinator in addition to driving the exploration of watershed governance options.

*Other implications* – N/A

**Option 2: Maintain SSIWPA to coordinate Watershed Protection Plan (WPP) implementation using a new special property tax requisition**

*Benefits* – SSIWPA membership and structure is already in place.

*Risks* – (1) Maintaining SSIWPA requires successful procurement process to hire contract coordinator; (2) Because of its structure, SSIWPA’s success in coordinating watershed protection action has been limited; (3) Special property tax requisition for Salt Spring Local Trust Area may be politically unpopular.

*Financial implications* – New special property tax requisition required

*Resource requirements* – This would increase staff resource requirements, as staff would have to both manage the SSIWPA coordinator in addition to driving the exploration of watershed governance options.

*Other implications* – N/A

### **Option 3: Do not coordinate WPP implementation**

*Benefits* – Staff time can be re-allocated to other priority projects.

*Risks* – Multi-agency implementation of SSI WPP will be compromised.

*Financial implications* – If SS LTC does not fund WPP implementation initiatives related to governance, it could use unspent special property tax requisition funds to support action items with the WPP.

*Resource requirements* – Unclear, as if SS LTC does not coordinate WPP implementation, the project would likely refocus to implementing LTC-assigned actions under the WPP.

*Other implications* – N/A

**CRITICAL SUCCESS FACTORS:** *(What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

(1) LTC clarity of purpose; and

(2) Multi-agency commitment

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

That the SS LTC requests Islands Trust FPC include a draw of \$55,000 from unspent special property tax requisition funds in fiscal 2024/25 to support Watershed Protection Plan 2023-2032 Coordination.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

In 2022 SS LTC funded the development of the Salt Spring Island Watershed Protection Plan 2023-2032, a multiagency plan to better protect the Island's freshwater resources. The plan was created with the active participation of the CRD, North Salt Spring Waterworks District, and the Province. The final report was received by SS LTC in 2022. This plan now needs a collaborative mechanism to advance its implementation. SSIWPA could provide such a vehicle, however there are sufficient uncertainties at each signatory agency around plan implementation that staff-to-staff meetings are more appropriate than public meetings at the present time to work through these issues together.

Proposed SS LTC spending on this initiative in fiscal 2024/25 does not require new taxation as it will be drawn from **unspent special property tax requisition funds** from previous fiscal years.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Project spending will be undertaken in accordance with Islands Trust [Procurement Policy 6.5.3](#).

**PROPOSED IMPLEMENTATION STRATEGY:** *(What are the specific features of the "roll-out" of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

The Salt Spring Island Watershed Protection Plan 2022-2032 Coordination Project Charter identifies the following work plan for the coming fiscal year:

| Work Plan Overview                                                                                                     |                                 |
|------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| Deliverable/Milestone                                                                                                  | Date                            |
| LTC endorse project charter and submit 2024/25 business case for use of unspent special property tax requisition funds | December 14, 2023               |
| First agency staff working group meeting                                                                               | February 2024                   |
| Final SSIWPA meeting                                                                                                   | February 2024                   |
| Terms of Reference and Memorandum of Understanding for agency working group signed                                     | March 2024                      |
| Ongoing agency working group meetings and actions through 2024/25                                                      | April 1, 2024 to March 31, 2025 |
| Joint elected official/staff agency working group meeting                                                              | Fall 2024                       |
| "Big Tent" meeting between agencies, NGOs and water-interested individuals                                             | Between January and March 2025  |

**STAFF RESOURCING:** *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

This project will require at least 100 staff hours at the Island Planner level, although the actual amount will depend largely on whether progress is made during early inter-agency meetings.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

This project entails an exploration, and potentially creation of, new governance options for watershed protection on Salt Spring Island in coordination with the Capital Regional District, North Salt Spring Waterworks District and the Government of British Columbia.

**Requested by:** Salt Spring Island Local Trust Committee

**Prepared by** Jason Youmans, Auxiliary Planner/January 9

**Reviewed by** Chris Hutton, Regional Planning Manager/January 10



# BRIEFING

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**To:** Trust Council **For the Meeting of:** December 5, 2023  
**From:** Islands Trust Conservancy Board **Date Prepared:** October 10, 2023  
**SUBJECT:** Draft Budget 2024/25, Review of Islands Trust Conservancy Funding Requests

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**PURPOSE:** To provide background to Islands Trust Council for the Islands Trust Conservancy (ITC) budget request.

**BACKGROUND:** [Trust Council's Budget Process Policy 6.3.1](#) sets out that the Islands Trust Conservancy (ITC) Board is to be consulted directly, at the beginning of, and throughout, the budget process with respect to Board requirements, programs and administrative services, and that appointed trustees of the ITC Board shall be given the opportunity to attend Financial Planning Committee and Trust Council meetings with observer status. The policy also sets out that the ITC Board is responsible for endorsing all budget requests for the Islands Trust Conservancy Board and its program operations.

At its October 3, 2023 meeting, the ITC Board passed the following resolutions:

**ITC-2023-028**

**It was MOVED and SECONDED,**

that the Islands Trust Conservancy Board approve the draft 2024/25 ITC Budget as presented and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2024/25 budget.

**ITC-2023-029**

**It was MOVED and SECONDED,**

that the Islands Trust Conservancy Board submit the business case for First Nations engagement associated with development of the 2026-2030 ITC Five-Year Plan to FPC and the TC as amended.

**ITC-2023-030**

**It was MOVED and SECONDED,**

that the Islands Trust Conservancy Board indicate to Financial Planning Committee and the Islands Trust Council that it is supportive of increased staff capacity for Geographical Information Systems (GIS) in the Trust Council budget as low GIS capacity is impacting the work of the Islands Trust Conservancy.

**ITC-2023-031**

**It was MOVED and SECONDED,**

that the Islands Trust Conservancy (ITC) Board indicate to Financial Planning Committee that it is preparing a business case for increased ITC capacity due to growth of ITC managed conservation areas.

## **Property Management Capacity**

At its May 2023 meeting, the ITC Board also passed the following resolution:

**ITC-2023-019****It was *MOVED* and *SECONDED*,**

that the Islands Trust Conservancy Board direct staff to conduct an analysis of property management needs relative to available staff hours and return to the Board with a summary of the analysis and available options.

ITC continues to grow its network of protected areas and is at the limit of property management staff capacity. Staff will conduct further analysis of property management needs and will return to the Board with options to address growing staff capacity limits. Staff have included ~ \$105,000 in the draft budget as a placeholder amount which will be revised once the Board has reviewed options and made a financial request by resolution.

**Table 1. Proposed Islands Trust Conservancy 2024/25 budget request (excludes salary, benefits and administrative costs). Does not include budget amount for additional property management staff capacity which will be provided following further ITC Board review.**

|                                            | 2023/24                 | 2024/25                                      |                        |                | Increase/Decrease from 2023/24 |             |
|--------------------------------------------|-------------------------|----------------------------------------------|------------------------|----------------|--------------------------------|-------------|
| Description                                | TOTAL BUDGET (Approved) | Islands Trust contribution (tax requisition) | SAR grant contribution | TOTAL BUDGET   | \$ Change                      | % Change    |
| Communications                             | 18,000                  | 12,500                                       | 5,500                  | <b>18,000</b>  | 0                              | 0.0%        |
| FOI & Records Management                   | 2,500                   | 5,000                                        | 0                      | <b>5,000</b>   | 2,500                          | 100.0%      |
| Subscriptions                              | 400                     | 400                                          | 0                      | <b>400</b>     | 0                              | 0.0%        |
| Memberships                                | 1800                    | 1,800                                        | 0                      | <b>1,800</b>   | 0                              | 0.0%        |
| Board Honoraria                            | 7,000                   | 7,000                                        | 0                      | <b>7,000</b>   | 0                              | 0.0%        |
| Board Meeting Expense                      | 1,425                   | 2,850                                        | 0                      | <b>2,850</b>   | 1,425                          | 100.0%      |
| Board Training and Conferences             | 1,600                   | 1,600                                        | 0                      | <b>1,600</b>   | 0                              | 0.0%        |
| Property Management                        | 159,930                 | 111,140                                      | 55,000                 | <b>166,140</b> | 6,210                          | 6.1%        |
| Safety                                     |                         | 1,200                                        | 0                      | <b>1,200</b>   | 1,200                          | 100.0%      |
| Conservation Planning and Land Securement  | 26,550                  | 11,550                                       | 15,000                 | <b>26,550</b>  | 0                              | 0.0%        |
| Ecosystem Mapping                          | 18,000                  | 13,800                                       | 4,200                  | <b>18,000</b>  | 0                              | 0.0%        |
| Legal                                      | 20,000                  | 22,000                                       | 0                      | <b>22,000</b>  | 2,000                          | 10.0%       |
| Mobile Devices                             | 3,290                   | 3,290                                        | 0                      | <b>3,290</b>   | 0                              | 0.0%        |
| Training and Conferences                   | 4,200                   | 4,200                                        | 0                      | <b>4,200</b>   | 0                              | 0.0%        |
| Travel for Training                        | 2,500                   | 2,500                                        | 300                    | <b>2,800</b>   | 300                            | 12.0%       |
| Travel                                     | 20,000                  | 15,000                                       | 6,500                  | <b>21,500</b>  | 1,500                          | 10.0%       |
| Project: ITC Plan First Nations Engagement | 1,0000                  | 10,000                                       | 8,000                  | <b>18,000</b>  | 8,000                          | 80.0%       |
| <b>TOTAL Direct ITC Costs</b>              | <b>297,195</b>          | <b>225,830</b>                               | <b>94,500</b>          | <b>320,330</b> | <b>23,135</b>                  | <b>7.8%</b> |

**ATTACHMENT:** Business case for Islands Trust Conservancy (ITC) Plan: First Nations Engagement Project

**FOLLOW-UP:** Staff will follow-up as directed. Staff and the ITC representative to the Financial Planning Committee will convey the results of FPC deliberations to the ITC Board at its November 21, 2023 meeting.

**Prepared By:** Clare Frater, Director, Trust Area Services / October 13, 2023



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

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

**TO BE COMPLETED BY INITIATOR**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| <b>Initiated by (name, title):</b><br><br><b>Islands Trust Conservancy Board</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b><u>Budget Source</u></b> (select all that apply):<br><br><input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)<br><input type="checkbox"/> Third Party Contractors<br><input type="checkbox"/> Staff Travel Expense<br><input type="checkbox"/> Staff Overtime Expense<br><input type="checkbox"/> New Staff Member – Temporary for project<br><input type="checkbox"/> Computer Hardware/Software<br><br><input type="checkbox"/> <b>Furniture &amp; Equipment</b><br><br><input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b><br><br><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)<br><input type="checkbox"/> Permanent<br><input type="checkbox"/> Temporary<br>Temp Duration: _____<br><br><input checked="" type="checkbox"/> <b>Other – please describe: <u>Capacity Funding: First Nations review and engagement, ITC Plan</u></b> |
| <b>Business Area:</b><br><br><b>Islands Trust Conservancy</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Name of Request:</b><br><br><b>Islands Trust Conservancy (ITC) Plan:<br/>First Nations Engagement Project - \$18,000<br/>(\$10,000 from Trust Council, \$8,000 allocated from<br/>ITC Conservation Planning Budget)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Date of Funding Request Submission:</b><br><br><b>October 3, 2023</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Funding Required for (date range):</b><br><br><b>April 1, 2024 – March 31, 2025</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>ISSUE/OPPORTUNITY:</b><br><br><p>Islands Trust Conservancy (ITC) will begin development of the 2026-2030 ITC Plan in 2024 and the ITC Board is seeking continued capacity funding to support First Nations engagement in the early development of the ITC Plan. The ITC Plan is a requirement of the <i>Islands Trust Act</i> and must be developed at least every five years for approval by the Minister of Municipal Affairs. It must include policies on land acquisition and disposal, and management of financial assets.</p> <p>Many First Nations in the Islands Trust Area have expressed frustration with being brought into Islands Trust engagement processes late in the development of an initiative. First Nations have also communicated the challenges inherent in the fast turnarounds required in engagement processes. Providing capacity funding to assist First Nations with early and meaningful engagement in development of the ITC Plan will put the ITC Reconciliation Declaration into practice.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

## ITC Reconciliation Declaration

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

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

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

*June 16, 2019, on Ləkʷəŋən, METULIYE/Victoria, B.C.*

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

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

**Objectives:**

*2.1 Amend or redraft policies, procedures, plans, document templates and reports to include acknowledgement and consideration of First Nations*

*2.4 In consultation with the Islands Trust, source funds and determine mechanisms to support First Nations collaboration (financial and capacity)*

### **PROJECTED RESULTS/DELIVERABLES:**

ITC Board anticipates that providing a long project timeline and capacity funding will encourage more First Nations to participate in development of the ITC Plan in a meaningful way. Added results may include:

- 1) An ITC Plan that incorporates First Nations input and meaningfully advances the ITC Reconciliation Declaration;
- 2) More robust relationships with First Nations, including establishment and growth of staff to staff and Board to Council relationships; and,
- 3) Improved understanding of First Nations wishes with respect to ITC policies and practices pertaining to land acquisition, disposal and management.

### **RISK ASSESSMENT:**

| <b>Risk Factor</b>                                                   | <b>Mitigation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Low First Nations participation in ITC Plan engagement               | ITC will begin the engagement in the 2023/24 fiscal year and additional funding will extend the engagement period into 2024/25. ITC also intends to request that any unspent funds from 2023/24 (\$10,000 budgeted) carry forward into the next budget year, to continue First Nations engagement. In the event that there is low uptake from First Nations, ITC will include a description of engagement efforts in the briefing to the Minister and will do an evaluation of its work to engage First Nations to inform future efforts. |
| High First Nations participation in ITC Plan engagement              | Through this funding request, ITC will extend the engagement period into 2024/25, providing a longer engagement timeline.                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Limited/no support from Provincial ministries (Municipal Affairs and | ITC has not received approval from the Minister of Municipal Affairs (MAH) of its interim ITC Plan (2023-2025) and has delayed First Nations engagement for 2023/24 pending further information. As the Board awaits input from the Province, it may delay initiation of engagement if the relevant Provincial                                                                                                                                                                                                                            |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Indigenous Relations and Reconciliation)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | ministries are not available to provide guidance. Given that the ITC Plan requires approval from the Minister of Municipal Affairs (MAH), ITC anticipates that MAH will agree to work with the ITC on First Nations engagement. ITC will engage MAH early in the process to determine a reasonable timeline for MAH staff. |
| <p><b>ALTERNATIVES CONSIDERED:</b></p> <p><u>Option 1 Fully Funded First Nations Engagement (\$10,000 from Trust Council budget)</u><br/> Option 1 provides the desired funding level and is recommended. This option shows commitment towards engagement of First Nations and supports the ITC Regional Conservation Plan goals and objectives as well as the ITC Reconciliation Declaration.</p> <p><u>Option 2: Status Quo</u><br/> ITC proceeds with development of the 2026-2030 ITC Plan with early engagement of First Nations within the existing budget. This option is not preferred as it is anticipated that this is not sufficient capacity funding to support meaningful First Nations engagement. This may result in a limited ability to participate and this may damage relationships and delay/jeopardize approval of a new Plan. It may also be that the Minister of Municipal Affairs requires some level of First Nations engagement in order to approve the next ITC Plan. ITC staff will share any news from the Minister as soon as it is available.</p> |                                                                                                                                                                                                                                                                                                                            |
| <p><b>CRITICAL SUCCESS FACTORS:</b></p> <p>The following factors are important to success. The most critical of these is factor 4, availability of ITC Manager. The ITC Manager position is already at full capacity, and workload will need to be adjusted to enable this work. In the event that the ITC Manager time is unexpectedly diverted to other needs or if workload cannot be adjusted, the project will need to be delayed. Other factors can be mitigated as described above in the risk assessment.</p> <ol style="list-style-type: none"> <li>1) Support from Islands Trust Senior Indigenous Relations Advisor;</li> <li>2) Engagement of Ministry of Municipal Affairs in development of First Nations communications;</li> <li>3) Guidance from Ministry of Indigenous Relations and Reconciliation with respect to appropriate contacts with First Nations and engagement language; and,</li> <li>4) Availability of ITC Manager to manage the project.</li> </ol>                                                                                            |                                                                                                                                                                                                                                                                                                                            |
| <p><b>RECOMMENDED OPTION:</b></p> <p>Option 1 is recommended because it:</p> <ol style="list-style-type: none"> <li>1) Shows meaningful commitment to the ITC Reconciliation Declaration; and,</li> <li>2) Meets the second goal of the ITC Regional Conservation Plan, including satisfying objectives to amend policies, procedures and plans to include consideration of First Nations and to collaborate with Islands Trust to source funds and finance added capacity for First Nations collaboration</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                            |
| <p><b>COST/BENEFIT ANALYSIS:</b></p> <p><u>Quantitative Analysis:</u><br/> The recommended option will require a \$10,000 budget commitment for 2023/24 from Trust Council. The ITC Conservation Planning/Land Securement budget will top up the project by up to \$8,000, providing a total project budget of \$18,000. Should ITC not have enough budget, it will consult with the Executive Committee regarding next steps.</p> <p><u>Qualitative Analysis:</u><br/> The recommended option will yield qualitative benefits in the development of relationships with First Nations in the Islands Trust Area. ITC hopes that this will lead to progress in Reconciliation, including improved policies on land acquisition/disposal and land management.</p>                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                            |

**PURCHASING PROCEDURE:**

ITC will offer a set amount for each First Nation for capacity funding. This amount will be directly awarded to First Nations who are able to participate in engagement.

**PROPOSED IMPLEMENTATION STRATEGY:**

ITC will:

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

**STAFF RESOURCING:**

This initiative will be accomplished with existing staff resources. If the engagement is successful, it is anticipated that it will require approximately seventy hours of the ITC Manager time over the course of the 2024/25 fiscal year for project management and twenty hours each for the Trust Area Services Director, ITC Ecosystem Protection Specialist, Property Management Specialist, Covenant Management and Outreach Specialist and Species at Risk Program Coordinator. ITC Administrative Assistant support will also be required to manage correspondence and filing; this is anticipated at under ten hours over the course of the project. ITC would also benefit from support from the Islands Trust Senior Indigenous Relations Advisor (SIRA). ITC Manager will work with the Directory of TAS to determine appropriate time allocation of the SIRA. Improving First Nations engagement and working with First Nations in areas of mutual interest is currently an anticipated part of ITC work programs and is a goal of the Regional Conservation Plan.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

This engagement will be the first time ITC has communicated with First Nations so early in the development of the ITC Plan. ITC intends to collaborate with Islands Trust staff, Ministry of Municipal Affairs and Ministry of Indigenous Relations and Reconciliation to seek their expertise.

Kate Emmings, Manager, Islands Trust Conservancy

Initiator Name, Title

September 25, 2023

Date

Clare Frater, Director, Trust Area Services

Reviewed by Department Lead: Name, Title

September 26, 2023

Date

**REVIEWED BY ISLANDS TRUST CONSERVANCY (ITC) BOARD:**

Date received: October 3, 2023

Accepted by ITC Board: ☒ YES ☐ NO

**Next steps:**

- The funding for the request will be included in Draft 1, Version 1 of the budget for review by FPC in October.
- The business case will be reviewed by FPC in October.
- The business case forwarded to Trust Council in December.



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):**  
Regional Planning Committee

**Department:**  
Planning Services

**Name of Request:**  
Eelgrass Mapping – Phase 2

**\$ Value of Request (indicate by fiscal year and total if project is multi-year):**

**2024/25: \$100,000**

**Budget Source** (select all that apply):

- ☐ **Specific Project Funding** (select all that apply)
- ☐ Third Party Contractors
  - ☐ Staff Travel Expense
  - ☐ Staff Overtime Expense
  - ☐ New Staff Member – Temporary for project
  - ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ **Permanent**

☐ **Temporary**

Temp Duration: \_\_\_\_\_

☒ **Other – please describe:** Contracts with Qualified Local Stewardship Groups

**Date of Submission to Finance:**  
RPC approved Sept. 6, 2023

**Funding Required for (date range):**  
April 1, 2024 – March 31, 2025

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:** (Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.)

Islands Trust Council [Strategic Plan 2018-2022](#). Strategic Action 2.2: map the extent of the eelgrass and kelp beds throughout the Trust Area.

Regional Planning Committee Work Program: Implement Strategic Action 2.2.

[Islands Trust Policy Statement](#). Section 4.5 Coastal Areas and Marine Shorelands. Commitments of Trust Council: 4.5.5: It is Trust Council's policy that development should be directed to sites away from areas of environmental sensitivity.

**ISSUE/OPPORTUNITY:** *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

In March 2022, the Regional Planning Committee received a summary report of eelgrass mapping ([Shorezone Polygon Mapping Summary Report, Eelgrass in the Islands Trust Area, Coast and Ocean Resources, March 2022](#)).

The report stated that: “Over half (59%) of the Eelgrass polygons were of High or Medium Confidence, with 41% having Low Confidence. Those Low Confidence polygons should not be considered accurate in terms of either overall placement or area for management or monitoring purposes and should be surveyed by other means in the future (towed camera, sidescan or dive surveys) to create accurate polygons.” There are a reported 652 polygons of low confidence, totalling an area of 682 ha.

The proposal is to complete the mapping using towed camera or drone imagery in partnership with local stewardship groups.

**PROJECTED RESULTS/DELIVERABLES:** *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

Survey the 682 ha of low confidence polygons to create eelgrass mapping that can be considered accurate and useful.

**RISK ASSESSMENT:** *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks.)*

Work is not supported and 41% of current data remains inapplicable.

**ALTERNATIVES CONSIDERED:** *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

**Option 1: Do Nothing**

- Benefits – no cost.
- Risks – low confidence data remains inapplicable (41% of total recent mapping)
- Financial implications – none.
- Resource requirements – none.
- Other implications- data cannot be applied to bylaw amendments to protect eelgrass beds (examples of potential bylaw amendments include requiring setbacks from known eelgrass beds or establishing environmentally sensitive development permit areas); data cannot be of use to Islands Trust Conservancy or other partners and community groups, including First Nations

**Option 2: Map via side scan sonar or towed camera with a Marine Mapping company**

- Benefits – professional staff and report, meet government standards (data accuracy, professional review, enhanced GIS information, etc); completes strategic action in Strategic Plan and in RPC work plan.
- Risks – restricting mapping to low confidence polygon areas may be challenging to differentiate when out on the marine surface – this likely leads to greater time mapping and a greater volume of data for processing – both raising costs.
- Financial implications – most expensive option. Would require a request for information to get a reasonable cost estimate.
- Resource requirements – Extra staff time to issue a Request for Information if choosing to use drones for mapping, evaluate, and follow up with an RFP. Standard staff time for contract management.

- Other implications- side sonar, underwater cameras, or drones may record other marine information such as sunken boats, docks, and kelp. This data may help local steward groups apply for funding for future clean-up or restoration activities.

### **Option 3: Map in partnership with local stewardship groups**

- Benefits – Continues and builds on relationship with stewardship groups (the [2012-2014 Nearshore Eelgrass Inventory](#) by SeaChange Society was done this way); Builds on federal momentum to clean marine waterways.
- Risks – Timing may be challenging (note it took 3 years to complete the previous mapping via towing a camera in the water as it takes a long time to boat around each island); Meeting professional requirements may be challenging; availability of local stewardship groups
- Financial implications – high but less than using private companies
- Resource requirements – significantly increased staff time to engage with community groups and to ensure standards are met; Extra staff time to issue a Request for Information if choosing to use drones for mapping, evaluate, and follow up with an RFP. Standard staff time for contract management.
- Other implications- Historically mapping eelgrass has been done as an ecosystem inventory mapping exercise sponsored by the Islands Trust Conservancy; Good opportunity to work together as well as with local marine stewards
- Other implications- side sonar, underwater cameras, or drones may record other marine information such as sunken boats, docks, and kelp. This data may help local steward groups and persons apply for funding for future clean-up or restoration activities. First Nations may be very interested in data and may enhance relationship if data is shared.

**CRITICAL SUCCESS FACTORS:** *(What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

Accurate eelgrass mapping data that can be used to amend bylaws and assist the Islands Trust Conservancy to preserve and protect marine ecosystems.

**RECOMMENDED OPTION:** *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

### **Option 3. Map in partnership with local stewardship groups.**

This method has been successful before and builds on partnerships including the Islands Trust Conservancy. Cost estimate is based on historical contract data + inflation using a towed camera and similar methods. Mapping shorelines / eelgrass polygons using drones would be a new methodology although evidence suggests this method has proven successful in mapping derelict vessels, fishing gear, and monitoring marine activities as well as marine mammal monitoring. This method would require a request for information to get an accurate cost estimate. Private conversations suggests that more mapping can be done in a shorter time thus potentially reducing expensive field time. However, processing and presenting information times is currently unknown.

**COST/BENEFIT ANALYSIS:** *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

#### Quantitative:

Cost. \$100,000 (based on previous contracts from 2012-2014 + 2% average annual rate of inflation) if using the proven method of towing an underwater camera. This cost would likely be reduced if using drones.

Time. Depends on Society time availability and possible external (federal) funding source.

#### Qualitative:

Marine stewards are critical partners with the Islands Trust. Providing assistance to local stewardship groups meets the Islands Trust mandate to work in cooperation with (local) persons and organizations.

If choosing to use mapping via drone methodology, the mapping may help to collect other marine related data such as derelict boats, abandoned fishing gear, or possibly presence of bull kelp.

**PURCHASING PROCEDURE:** *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Request for Proposal (for using a towed camera)

Request for Information (for using drones)

**PROPOSED IMPLEMENTATION STRATEGY:** *(What are the specific features of the “roll-out” of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

- December 2023: issue a Request for Information (RFI) using drones for eelgrass mapping
- February 2023: Review information
- March 2024: Report refined cost estimate if RFI proves more cost effective
- April 2024: Draft RFP terms of reference
- May 2024: Post and award RFP
- March 2025: submit final report to RPC

This assumes the work can be completed in a single fiscal year. It is suggested that drone operators could meet this timeline but not likely underwater camera operators.

**STAFF RESOURCING:** *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Extra staff time will be required to partner with local stewardship groups, before, during, and after mapping exercise to ensure deliverables and standards are met.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

Communications regarding the purpose of the work and working with stewardship groups may be desirable.

**Requested by:** Regional Planning Committee

**Prepared by:** Stefan Cermak, Director, Planning Services / August 31, 2023

# BRIEFING

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**To:** Financial Planning Committee      **For the Meeting of:** January 24, 2024

**From:** Administrative Services - Finance      **Date Prepared:** January 10, 2024

**SUBJECT:** Changes to the Draft 2024/25 Budget

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## PURPOSE:

To inform the Financial Planning Committee (FPC) of changes made to the draft 2024/25 budget since it was last reviewed.

## BACKGROUND:

Since FPC met in October and reviewed the draft 2024/25 budget, a number of updates have been made to the draft budget.

## SUMMARY OF BUDGET CHANGES

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### External Revenues

Total revenues have increased by \$129,000:

- Local Trust Area (LTA) general tax increase has shifted from 11.0% to 9.2%
- The Bowen Island Municipal (BIM) tax levy has shifted from \$432,000 to \$411,000
- Increase of \$266,000 from other external revenue sources (i.e.: grant revenue)

### Expenses

Total spending has increased from \$10.8M to \$10.9M. Primary drivers of the increase are as follows:

- An increase to Local Trust Committee (LTC) direct expenses to more closely reflect current spending trends of existing local trust committees.
- An increase in LTC meeting expenses to reflect revised estimates and plans for the new Meeting Administrator whose role will offset fewer minute taking costs than previously assumed.
- An increase to salaries and benefits to include funding for a Registered Professional Biologist, a new position approved by Trust Council in December. This position is funded by a grant.
- An increase to project spending due to three new projects submitted by the Salt Spring Island (SSI) LTC related to water sustainability. These projects are proposed to be spent from the SSI LTC special property tax reserve fund.

### Shortfall, Surplus & Reserves

The budgeted shortfall has increased from \$429,000 to \$502,000 due to new SSI LTC project submissions, requiring additional internal funds to balance

- Transfer from general surplus remains unchanged at \$210,000
- Transfer from LTC project reserve fund remains unchanged at \$219,000

- Transfer from SSIWPA special tax requisition reserve fund of \$73,000 has been included to pay for three new projects submitted by the SSI LTC related to water sustainability.

## **CHANGES TO PLANNED SPENDING**

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### **Amortization**

Non-cash amortization expense has been updated to reflect capital adjustments in next fiscal year, resulting in an decrease of \$2,000 to this non-cash expense line. Amortization expense is not taxed in the Islands Trust budget.

### **Committee Meeting Expense – Regional Planning Committee (RPC)**

A reduction of \$3,000 has been made to remove funds for RPC in-person meetings, as this committee has resolved to conduct all their meetings electronically next year.

### **Local Trust Committee Accounts**

A net increase of \$12,000 has been made for LTC direct expenses to more closely reflect current spending trends seen at the various LTCs, and changes to amounts required for contracted minute takers. This latter item has been updated to reflect actual plans for the new Meeting Administrator staff. This net change to these accounts results from a combination of the following changes in the budget:

- Trustee expenses – increase of \$2,000
- LTC Meeting expenses – increase of \$7,000
- APC Meeting expenses – increase of \$3,000

### **Offices and Related Costs**

Victoria office lease costs have been increased by \$5,400 to update estimates for operational cost increases that are passed to us as tenants for things such as property taxes, janitorial expenses, and insurance costs.

### **Staff Salaries & Benefits**

The largest expense in the Trust budget has increased by \$34,000 due to the following:

- Addition of one temporary 6-month Registered Professional Biologist position represents an increase of \$57,000. Trust Council passed a resolution at its December 2023 meeting to proceed with seeking a grant to fund this temporary position, therefore an equivalent amount in grant revenue has been included in the budget to pay for this added expense;
- An update to the amount budgeted for the proposed ITC Manager, Property Management has been made to reflect a revised salary figure that includes a 3.3% temporary market adjustment, and to reduce the amount budgeted for to reflect 10 months of wages to account for hiring time. These changes have resulted in a reduction of \$15,000 for the amount budgeted for this role.
- The amount budgeted for the new Administrative Coordinator has been reduced by \$3,000 to reflect changes to the position classification.
- Adjustments to annual step increases for one staff position have resulted in a decrease of \$3,000.

### **Trustee Remuneration**

Trustee Remuneration and the associated CPP and Employer Health Tax expenditures have decreased by \$10,000 due to updated CPI figures included in the remuneration calculation. Former versions of the budget included CPI as of July 2023 (5.5%). By policy, trustee remuneration annual updates must reflect CPI as of December. With December figures released on January 16, 2023, this calculation has been updated to reflect CPI of 3.7%.

## **Projects**

- **LTC Projects funded by Special Requisition Surplus Fund**

Three new project funding requests have been submitted by the SSI LTC related to water sustainability, resulting in new budgeted funds totalling \$73,000:

1. SSIWPA 2023 – 2032 Coordination - \$55,000
2. SSI Groundwater Sustainability Strategy - \$16,500
3. SSI Proof of Water – Subdivision - \$1,500

These projects propose the use of unspent special tax requisition monies from previous years. Special property tax must be spent on uses for which they were requisitioned. As such, any spending from the special property tax reserve fund must meet the criteria of Bylaw 154. Projects 2 and 3 require further assessment to determine if they meet this criteria.

- **LTC Projects funded by Approved Grants**

The former version of the budget assumed that \$100,000 of the \$150,000 Salt Spring Island Complete Communities grant would be spent in 2024/25. Based on revised plans for this work, this amount has been increased to \$126,000. This same amount is included in revenues resulting in no net impact to taxation.

- **Housing Needs Assessments**

The value of this project has been increased to reflect the full value of the grant received by Islands Trust to undertake this work. Previous versions of the budget planned for \$110,000 of spending on this project, the current version reflects \$127,300 in spending. This same amount is included in revenues resulting in no net impact to taxation.

### **Capital - Hardware**

This budget line has increased by \$24,000 to reflect increased costs of contracted technical support associated with the MS365 conversion project, based on revised information received from the information services team.

## **CHANGES TO REVENUES**

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### **BIM Tax Levy:**

Changes to the overall budget impact local trust area taxation as well as the BIM tax levy. The allocation of expenses across business units impacts the municipal pool allocation rate which informs the calculation of the BIM levy. Changes to the budget have resulted in a municipal pool allocation rate of 28.7% versus the previous budget draft rate of 29.4% which contributes to a decrease in the BIM levy.

The BIM levy is calculated at \$411,000 in the current draft budget, which is higher than the previous draft budget amount of \$431,000. The current budget figure represents an increase over the prior year levy of 18.7%. Of this percentage, about 1.1% is expected to be collected from factors associated with NMC in the taxable property base.

### **Local Trust Area Taxes:**

- The previous budget draft reflected an LTA general tax increase of 10.5%, plus a 0.8% additional increase coming from non-market factors.
- The current budget reflects an LTA general tax increase of 9.2%, plus a 0.5% additional increase coming from non-market factors.

### **Grant Revenues:**

This has been increased by a total of \$266,366 due to the following:

- Increase of \$127,336 due to the receipt from the Ministry of Housing for capacity funding for local government implementation of the legislative changes to support housing initiatives which will be used to fund the housing needs assessment for the northern and southern Gulf Islands;

- Increase of \$66,000 for federal government grant to fund the temporary Registered Professional Biologist position
- Increase of \$26,000 due an increase in the grant revenue that will be recognized in 2024/25 for the Salt Spring Complete Communities grant where it has been determined that less work will take place in 2024/25 than anticipated during the previous forecast.
- Increase of \$47,000 to account for a total of \$77,000 in First Nations Engagement grant revenue to be recognized in 2024/25 where expenditures will be made in various expenditure lines that can be funded by this grant.

#### **Draws from Surplus & Reserves:**

The total draw from all surplus and reserve funds is \$502,000 in the current draft budget, compared to \$429,000 in the previous version of the draft budget, broken down as follows:

- Transfer from General revenue surplus \$210,000, no change from previous version of the budget.
- Transfer from LTC project reserve fund \$219,000, no change from previous version of the budget.
- Transfer from SSI Special Property Tax Reserve Fund of \$73,000 for the three new submissions associated with water sustainability.

#### General Revenue Surplus Fund Balance

The projected balance in the general revenue surplus fund at the end of 2024/25 based on the current version of the draft budget is approximately 102% of the recommended minimum balance per [Policy 6.5.1 Reserves and Surplus](#), or approximately \$1.97M versus the \$1.93M minimum balance requirement. This calculation takes into consideration anticipated results from the current fiscal year forecast plus the draft budget for next fiscal year. If actual results from the current year vary significantly from projections, this estimate of surplus balance may change significantly as well.

#### **ATTACHMENT(S):**

1. Draft 2024/25 Budget – V2D1

#### **FOLLOW-UP:**

Further changes to the draft 2024/25 budget will likely occur when the following takes place:

- Direction from FPC at their January and/or February meeting;
- Completion of the Q3 financial results and Q3 forecasted financial results;
- Other follow-up as directed by FPC.

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**Prepared By:** Finance Officer  
Director, Administrative Services

**Reviewed By:** CAO

|                                                       | 2022/23                | 2023/24          |                  | 2024/25           | Budget-Budget Comparisons | Budget-Forecast Comparisons | Budget-Actual Comparisons |           |                              |                                       |
|-------------------------------------------------------|------------------------|------------------|------------------|-------------------|---------------------------|-----------------------------|---------------------------|-----------|------------------------------|---------------------------------------|
|                                                       | ACTUALS<br>*elections* | BUDGET           | Q2 Forecast      | Draft BUDGET      | Budget Change \$          | Budget Change %             | Change \$                 | Change %  | Draft budget vs 2023 actuals | Draft Budget to 2023 actuals % change |
| <b>REVENUE</b>                                        |                        |                  |                  |                   |                           |                             |                           |           |                              |                                       |
| Fees & Sales                                          | 199,570                | 192,000          | 271,741          | 227,000           | 35,000                    | 18%                         | (44,741)                  | -16%      | 27,430                       | 14%                                   |
| Provincial Grant - Unrestricted                       | 228,000                | 180,000          | 180,000          | 180,000           | -                         | 0%                          | -                         | 0%        | (48,000)                     | -21%                                  |
| Provincial Grant - FN Engagement                      | -                      | -                | -                | 77,000            | 77,000                    | 0%                          | 77,000                    | 0%        | 77,000                       | 0%                                    |
| Provincial Grant - LG Climate Action Funds            | 38,082                 | -                | 38,000           | 38,082            | 38,082                    | 0%                          | 82                        | 0%        | -                            | 0%                                    |
| Provincial Grant - Complete Communities (SSI LTA)     | -                      | -                | 50,000           | 126,000           | 126,000                   | 0%                          | 76,000                    | 152%      | 126,000                      | 0%                                    |
| Provincial Grant - LG Development Applications        | 193,857                | 147,795          | 148,000          | -                 | (147,795)                 | -100%                       | (148,000)                 | -100%     | (193,857)                    | -100%                                 |
| Provincial Grant - Restricted - Housing Initiatives   | -                      | -                | -                | 127,336           | 127,336                   | -                           | 127,336                   | -         | 127,336                      | -                                     |
| Provincial Grant - Restricted (HWI/IWI)               | 3,851                  | 22,000           | 22,000           | -                 | (22,000)                  | -100%                       | (22,000)                  | -100%     | (3,851)                      | -100%                                 |
| Provincial Grant - Restricted (ITC Conserv. Stimulus) | 2,121                  | -                | -                | -                 | -                         | 0%                          | -                         | 0%        | (2,121)                      | -100%                                 |
| Federal Grant - Restricted (ITC SAR)                  | 238,500                | 220,000          | 220,000          | 220,000           | -                         | 0%                          | -                         | 0%        | (18,500)                     | -8%                                   |
| Federal Grant - Restricted - ECCC                     | -                      | -                | -                | 65,500            | 65,500                    | -                           | 65,500                    | -         | 65,500                       | -                                     |
| Contingent Grants - Projects                          | 7,314                  | 1                | 25,000           | 1                 | -                         | 0%                          | (24,999)                  | -100%     | (7,313)                      | -100%                                 |
| Property Tax Levy - LTA Base                          | 7,309,863              | 7,309,863        | 8,047,000        | 8,046,025         | 736,162                   | 10%                         | (975)                     | 0%        | 736,162                      | 10%                                   |
| Property Tax Levy - LTA General Increase              | -                      | 150,642          | -                | 736,211           | 585,570                   | 389%                        | 736,211                   | 0%        | 736,211                      | 0%                                    |
| Property Tax Levy - LTA NMC Increase                  | -                      | 585,520          | -                | 36,714            | (548,806)                 | -94%                        | 36,714                    | 0%        | 36,714                       | 0%                                    |
| Special Tax Requisition - SSI LTA (SSIWPA)            | 60,000                 | 43,500           | 44,000           | -                 | (43,500)                  | -100%                       | (44,000)                  | -100%     | (60,000)                     | -100%                                 |
| Property Tax Levy - Bowen Base                        | 323,769                | 323,769          | 346,000          | 345,989           | 22,220                    | 7%                          | (11)                      | 0%        | 22,219                       | 7%                                    |
| Property Tax Levy - Bowen General Increase            | -                      | 980              | -                | 60,958            | 59,977                    | 6117%                       | 60,958                    | 0%        | 60,958                       | 0%                                    |
| Property Tax Levy - Bowen NMC Increase                | -                      | 21,239           | -                | 3,702             | (17,537)                  | -83%                        | 3,702                     | 0%        | 3,702                        | 0%                                    |
| Interest Income                                       | 168,943                | 133,000          | 287,000          | 190,000           | 57,000                    | 43%                         | (97,000)                  | -34%      | 21,057                       | 12%                                   |
| Other income                                          | 450                    | -                | -                | -                 | -                         | 0%                          | -                         | 0%        | (450)                        | -100%                                 |
| Transfer from General Revenue Surplus Fund            | -                      | -                | -                | -                 | -                         | 0%                          | -                         | 0%        | -                            | 0%                                    |
| Transfer from LTC Specific Reserve Fund               | -                      | -                | -                | -                 | -                         | 0%                          | -                         | 0%        | -                            | 0%                                    |
| Transfer from SSIWPA Reserve Fund                     | -                      | -                | -                | -                 | -                         | 0%                          | -                         | 0%        | -                            | 0%                                    |
| <b>Total Revenue</b>                                  | <b>8,774,320</b>       | <b>9,330,309</b> | <b>9,678,741</b> | <b>10,480,517</b> | <b>1,150,208</b>          | <b>12%</b>                  | <b>801,776</b>            | <b>8%</b> | <b>1,706,197</b>             | <b>19%</b>                            |
| <b>EXPENSES</b>                                       |                        |                  |                  |                   |                           |                             |                           |           |                              |                                       |
| Amortization expense                                  | 177,337                | 178,000          | 174,000          | 237,000           | 59,000                    | 33%                         | 63,000                    | 36%       | 59,663                       | 34%                                   |
| Applications sponsored by EC                          | 5,950                  | 15,000           | 10,000           | 15,000            | -                         | 0%                          | 5,000                     | 50%       | 9,050                        | 152%                                  |
| Gain/Loss on Disposal                                 | (5,712)                | -                | -                | -                 | -                         | 0%                          | -                         | 0%        | 5,712                        | -100%                                 |
| NAPTEP Applications sponsored by EC                   | -                      | 1,000            | 1,000            | 1,000             | -                         | 0%                          | -                         | 0%        | 1,000                        | 0%                                    |
| History and Heritage Funding Grants-in-Aid            | 6,000                  | -                | 0                | 10,000            | 10,000                    | 0%                          | 10,000                    | 0%        | 4,000                        | 67%                                   |
| Audit                                                 | 20,660                 | 21,000           | 21,000           | 22,000            | 1,000                     | 5%                          | 1,000                     | 5%        | 1,340                        | 6%                                    |
| Bank Charges & Interest                               | 2,376                  | 3,500            | 3,000            | 3,000             | (500)                     | -14%                        | -                         | 0%        | 624                          | 26%                                   |
| Board of Variance                                     | 1,332                  | 1,200            | 1,000            | 1,200             | -                         | 0%                          | 200                       | 20%       | (132)                        | -10%                                  |
| Carbon Offset Purchases                               | -                      | -                | -                | -                 | -                         | 0%                          | -                         | 0%        | -                            | 0%                                    |
| Committee Meeting Expense - FPC                       | 78                     | -                | -                | -                 | -                         | 0%                          | -                         | 0%        | (78)                         | -100%                                 |
| Committee Meeting Expense - RPC                       | 452                    | 1,000            | 2,000            | -                 | (1,000)                   | -100%                       | (2,000)                   | -100%     | (452)                        | -100%                                 |
| Committee Meeting Expense - TPC                       | 3,709                  | 2,000            | 1,000            | 3,700             | 1,700                     | 85%                         | 2,700                     | 270%      | (9)                          | 0%                                    |
| Committee Meeting Expense - Governance                | -                      | 3,000            | 3,000            | -</               |                           |                             |                           |           |                              |                                       |

0

|                                                         | 2022/23                | 2023/24          |                  | 2024/25           | Budget-Budget Comparisons |                 | Budget-Forecast Comparisons |               | Budget-Actual Comparisons    |                                       |
|---------------------------------------------------------|------------------------|------------------|------------------|-------------------|---------------------------|-----------------|-----------------------------|---------------|------------------------------|---------------------------------------|
|                                                         | ACTUALS<br>*elections* | BUDGET           | Q2 Forecast      | Draft BUDGET      | Budget Change \$          | Budget Change % | Change \$                   | Change %      | Draft budget vs 2023 actuals | Draft Budget to 2023 actuals % change |
| Training - Organization-wide                            | 3,006                  | 5,000            | 5,000            | 3,200             | (1,800)                   | -36%            | (1,800)                     | -36%          | 194                          | 6%                                    |
| Training - staff recognition & meetings                 | 11,516                 | 15,800           | 12,000           | 11,200            | (4,600)                   | -29%            | (800)                       | -7%           | (316)                        | -3%                                   |
| Training & Conferences                                  | 32,699                 | 47,800           | 56,000           | 51,775            | 3,975                     | 8%              | (4,225)                     | -8%           | 19,076                       | 58%                                   |
| Travel for Training                                     | 19,901                 | 17,950           | 40,000           | 29,050            | 11,100                    | 62%             | (10,950)                    | -27%          | 9,149                        | 46%                                   |
| Travel                                                  | 71,255                 | 63,475           | 88,000           | 76,725            | 13,250                    | 21%             | (11,275)                    | -13%          | 5,470                        | 8%                                    |
| Trustee Remuneration                                    | 555,215                | 589,978          | 588,000          | 610,868           | 20,890                    | 4%              | 22,868                      | 4%            | 55,653                       | 10%                                   |
| Trustee Remuneration - CPP Expense                      | 22,132                 | 20,778           | 21,000           | 21,672            | 894                       | 4%              | 672                         | 3%            | (460)                        | -2%                                   |
| Trustee Remuneration - Health/Dental benefits           | 47,727                 | 76,550           | 64,000           | 65,870            | (10,680)                  | -14%            | 1,870                       | 3%            | 18,143                       | 38%                                   |
| Trustee Remuneration - Pay in Lieu of benefits          | 667                    | -                | -                | -                 | -                         | 0%              | -                           | 0%            | (667)                        | -100%                                 |
| Trustee Remuneration - Employer Health Tax              | 10,895                 | 11,505           | 11,000           | 11,912            | 407                       | 4%              | 912                         | 8%            | 1,017                        | 9%                                    |
| <b>Operating Budget Subtotal</b>                        | <b>8,199,392</b>       | <b>9,137,613</b> | <b>9,009,000</b> | <b>9,909,480</b>  | <b>771,867</b>            | <b>8%</b>       | <b>900,480</b>              | <b>10%</b>    | <b>1,710,089</b>             | <b>0</b>                              |
| Amortization budget adjustment (not taxed for)          |                        | (178,000)        |                  | (237,000)         | (59,000)                  | 33%             | (237,000)                   |               | (237,000)                    | 0%                                    |
| <b>Net Operating Budget Subtotal</b>                    | <b>8,199,392</b>       | <b>8,959,613</b> | <b>9,009,000</b> | <b>9,672,480</b>  | <b>712,867</b>            | <b>8%</b>       | <b>663,480</b>              | <b>7%</b>     | <b>1,473,089</b>             | <b>0</b>                              |
| <b>PROJECTS</b>                                         |                        |                  |                  |                   |                           |                 |                             |               |                              |                                       |
| <u>LTA Projects:</u>                                    |                        |                  |                  |                   |                           |                 |                             |               |                              |                                       |
| LTA Work Funded by Special requisition (SWIPPA)         | 59,599                 | 43,500           | 31,000           | -                 | (43,500)                  | -100%           | (31,000)                    | -100%         | (59,599)                     | -100%                                 |
| LTC Projects, partially funded by LTC reserve fund      | 110,430                | 286,000          | 97,000           | 355,500           | 69,500                    | 24%             | 258,500                     | 266%          | 245,070                      | 222%                                  |
| LTC Projects funded by Special Requisition Surplus Fund | 57,294                 | -                | -                | 73,000            | 73,000                    | 0%              | 73,000                      | 0%            | 15,706                       | 27%                                   |
| LTC Projects Funded by Approved Grants (590) - SSI LTA  | 3,851                  | -                | 75,000           | 126,000           | 126,000                   | 0%              | 51,000                      | 68%           | 122,149                      | 3172%                                 |
| LTC Projects Funded by Contingent Grants (590)          |                        | 1                | -                | 1                 | -                         | 0%              | 1                           | 0%            | 1                            | 0%                                    |
| <u>Strategic Plan Projects</u>                          |                        |                  |                  |                   |                           |                 |                             |               |                              |                                       |
| Reconciliation Action Plan implementation               | 7,219                  | 30,000           | 30,000           | 25,000            | (5,000)                   | -17%            | (5,000)                     | -17%          | 17,781                       | 246%                                  |
| Policy Statement Amendment                              | 67,430                 | 30,000           | 34,000           | 35,000            | 5,000                     | 17%             | 1,000                       | 3%            | (32,430)                     | -48%                                  |
| Stewardship Education Program                           | 10,398                 | 15,000           | 14,000           | 15,000            | -                         | 0%              | 1,000                       | 7%            | 4,602                        | 44%                                   |
| Secretariat Services                                    | 12,513                 | 12,000           | 12,000           | 15,000            | 3,000                     | 25%             | 3,000                       | 25%           | 2,487                        | 20%                                   |
| Housing Needs Assessment: North/South Gulf Islands      |                        | 30,000           | 30,000           | 127,336           | 97,336                    | 324%            | 97,336                      | 324%          | 127,336                      | 0%                                    |
| Housing Strategy and Housing Options Toolkit            |                        |                  |                  | 30,000            | 30,000                    | 0%              | 30,000                      | 0%            | 30,000                       | 0%                                    |
| First Nations Engagement Plan                           |                        | 10,000           | 10,000           | 18,000            | 8,000                     | 80%             | 8,000                       | 80%           | 18,000                       | 0%                                    |
| Governance Committee Project Funds                      |                        |                  |                  | 3,000             | 3,000                     | 0%              | 3,000                       | 0%            | 3,000                        | 0%                                    |
| Indigenous Watersheds Initiative                        |                        | 22,000           | 22,000           | -                 | (22,000)                  | -100%           | (22,000)                    | -100%         | -                            | 0%                                    |
| Housing Initiatives                                     | 5,000                  | -                |                  | -                 | -                         | 0%              | -                           | 0%            | (5,000)                      | -100%                                 |
| Groundwater Recharge Mapping                            | 72,915                 | 10,000           | 10,000           | -                 | (10,000)                  | -100%           | (10,000)                    | -100%         | (72,915)                     | -100%                                 |
| <u>Operational Projects</u>                             |                        |                  |                  |                   |                           |                 |                             |               |                              |                                       |
| Cityview: Bylaw Portal                                  |                        | -                |                  | 90,000            | 90,000                    | 0%              | 90,000                      | 0%            | 90,000                       | 0%                                    |
| Building Footprint: Data Update                         |                        | -                |                  | 10,000            | 10,000                    | 0%              | 10,000                      | 0%            | 10,000                       | 0%                                    |
| LG Development Approvals Program: PS                    | 193,857                | 147,795          | 148,000          | -                 | (147,795)                 | -100%           | (148,000)                   | -100%         | (193,857)                    | -100%                                 |
| Expense Claim System Upgrades                           |                        | 15,000           | 15,000           | -                 | (15,000)                  | -100%           | (15,000)                    | -100%         | -                            | 0%                                    |
| <b>Projects Total</b>                                   | <b>540,906</b>         | <b>651,296</b>   | <b>528,000</b>   | <b>922,837</b>    | <b>271,541</b>            | <b>42%</b>      | <b>394,837</b>              | <b>75%</b>    | <b>322,332</b>               | <b>60%</b>                            |
| <b>Total Operating + Projects Expenditures</b>          | <b>8,740,298</b>       | <b>9,788,909</b> | <b>9,537,000</b> | <b>10,832,317</b> | <b>1,043,408</b>          | <b>12%</b>      | <b>1,295,317</b>            | <b>14%</b>    | <b>2,032,420</b>             | <b>24%</b>                            |
| <b>CAPITAL</b>                                          |                        |                  |                  |                   |                           |                 |                             |               |                              |                                       |
| Computer H/W & S/W                                      | 5,000                  | 129,300          | 129,000          | 172,200           | 42,900                    | 33%             | 43,200                      | 33%           | 167,200                      | 3344%                                 |
| Software - separate from Hardware for 2021              | 4,054                  | -                |                  | -                 | -                         | 0%              | -                           | 0%            | (4,054)                      | -100%                                 |
| Office - Equipment & Furniture                          | 2,333                  | 5,000            | 6,000            | 5,000             | -                         | 0%              | (1,000)                     | -17%          | 2,667                        | 114%                                  |
| Office - Relocation                                     |                        |                  |                  | 210,000           | 210,000                   | 0%              | 210,000                     | 0%            | 210,000                      | 0%                                    |
| Office - Renovations                                    |                        | -                |                  | -                 | -                         | 0%              | -                           | 0%            | -                            | 0%                                    |
| <b>Total Capital Spending</b>                           | <b>11,387</b>          | <b>134,300</b>   | <b>135,000</b>   | <b>387,200</b>    | <b>252,900</b>            | <b>188%</b>     | <b>252,200</b>              | <b>187%</b>   | <b>375,813</b>               | <b>3300%</b>                          |
| <b>Total Cash Operating, Projects, Capital Budget</b>   | <b>8,751,684</b>       | <b>9,745,209</b> | <b>9,672,000</b> | <b>10,982,517</b> | <b>1,237,308</b>          | <b>13%</b>      | <b>1,310,517</b>            | <b>14%</b>    | <b>2,171,234</b>             | <b>25%</b>                            |
| <b>Net Surplus (Shortfall)</b>                          | <b>22,636</b>          | <b>(414,900)</b> | <b>7,000</b>     | <b>(502,000)</b>  | <b>(87,100)</b>           | <b>21%</b>      | <b>(508,741)</b>            | <b>-7268%</b> | <b>(465,036)</b>             | <b>-2054%</b>                         |
| <b>Surplus (deficit)</b>                                | <b>22,636</b>          | <b>(414,900)</b> | <b>7,000</b>     | <b>(502,000)</b>  | <b>(87,100)</b>           | <b>21%</b>      | <b>(508,741)</b>            | <b>-7268%</b> | <b>(465,036)</b>             | <b>-2054%</b>                         |
| <u>Funded by:</u>                                       |                        |                  |                  |                   |                           |                 |                             |               |                              |                                       |
| Change in Amounts invested in Tangible Capital Assets   | 75,719                 | 0                | (20,000)         | -                 |                           |                 |                             |               |                              |                                       |
| Transfer from (to) General Revenue Surplus Fund         | (98,764)               | 231,000          | (71,000)         | 210,000           |                           |                 |                             |               |                              |                                       |
| Transfer from (to) LTC Project Specific Reserve Fund    | 3,116                  | 183,900          | 97,000           | 219,000           |                           |                 |                             |               |                              |                                       |
| Transfer (to) from Special Tax Requisition Fund         | 56,892                 | 0                | (13,000)         | 73,000            |                           |                 |                             |               |                              |                                       |
| <b>Net Balance</b>                                      | <b>59,599</b>          | <b>0</b>         | <b>-</b>         | <b>0</b>          |                           |                 |                             |               |                              |                                       |

Islands Trust  
Proposed Strategic Plan Projects  
Fiscal Year 2024/25

| DESCRIPTION                            |                                                    | AMOUNT  | Funding Source |                                  |
|----------------------------------------|----------------------------------------------------|---------|----------------|----------------------------------|
| <b>STRATEGIC PLAN:</b>                 |                                                    |         |                |                                  |
| #4.6                                   | Reconciliation Action Plan implementation          | 25,000  | taxes          | Strategic Plan Projects (EC-TPC) |
| #3.1, 4.4, 5.6                         | Policy Statement Amendment                         | 35,000  | taxes          | Strategic Plan Projects (EC-TPC) |
| #4.3                                   | Stewardship Education Program                      | 15,000  | taxes          | Strategic Plan Projects (TPC)    |
| #5.2                                   | Secretariat Services                               | 15,000  | taxes          | Strategic Plan Projects (TPC)    |
|                                        | Housing Needs Assessment: North/South Gulf Islands | 127,336 | grant          | Strategic Plan Projects (RPC)    |
|                                        | Housing Strategy and Housing Options Toolkit       | 30,000  | taxes          | Strategic Plan Projects (RPC)    |
| Total Proposed Strategic Plan Projects |                                                    | 247,336 |                |                                  |

Islands Trust  
Proposed Operational Projects  
Fiscal Year 2024/25

| DESCRIPTION                            |                                 | AMOUNT  | Funding Source |
|----------------------------------------|---------------------------------|---------|----------------|
| OPERATIONAL INITIATIVES                |                                 |         |                |
|                                        | Cityview: Bylaw Portal          | 90,000  | taxes          |
|                                        | Building Footprint: Data Update | 10,000  | taxes          |
|                                        | SSI Office Relocation           | 210,000 | surplus        |
|                                        | MS 365 Upgrade                  | 120,500 | taxes          |
| Total Operational Initiatives          |                                 | 430,500 |                |
|                                        |                                 |         |                |
| TOTAL STRATEGIC AND OPERATING PROJECTS |                                 | 677,836 |                |

Islands Trust  
Budget 2024/25  
SURPLUS ALLOCATIONS

Per policy 6.5.1 - " The General Revenue Surplus Fund may be used to fund significant and/or unanticipated general expenditures, for major emergent operating issues and for onetime and intermittent projects that would create a potential deficit situation at yearend. Trust Council must approve the amount of surplus to be used.

| Area                                                                                           | Project/Area                                            | Prior Year<br>Carryover \$ -<br>allocated from<br>surplus | New \$<br>allocated from<br>surplus | Total<br>Surplus<br>Funding in<br>2024/25 | Dept      | BIM<br>Contrib<br>Factor | \$ Credit to BIM |             |
|------------------------------------------------------------------------------------------------|---------------------------------------------------------|-----------------------------------------------------------|-------------------------------------|-------------------------------------------|-----------|--------------------------|------------------|-------------|
| <b><u>Allocation of Funding Transferred from General Revenue Surplus Funds:</u></b>            |                                                         |                                                           |                                     |                                           |           |                          |                  |             |
| Ops                                                                                            | SSI Office Relocation                                   |                                                           | 210,000                             | 210,000                                   | 0         | 0%                       | -                |             |
| Total transfer from General Revenue Surplus Fund (GRSF)                                        |                                                         | -                                                         | 210,000                             | 210,000                                   |           |                          | -                | To BIM Calc |
| <b><u>Allocation of Funding Transferred from SSIWPA Special Requisition Surplus Funds:</u></b> |                                                         |                                                           |                                     |                                           |           |                          |                  |             |
|                                                                                                | SSIWPA Plan Coordination                                | -                                                         | \$ 55,000                           | \$ 55,000                                 | LPS - SSI | 0%                       | \$ -             |             |
|                                                                                                | SSI Groundwater Sustainability Strategy                 | -                                                         | \$ 16,500                           | \$ 16,500                                 | LPS - SSI | 0%                       | \$ -             |             |
|                                                                                                | SSI Proof of Water - Subdivision                        | -                                                         | \$ 1,500                            | \$ 1,500                                  | LPS - SSI | 0%                       | \$ -             |             |
| Total transfer from SSIWPA reserve fund                                                        |                                                         | -                                                         | 73,000                              | 73,000                                    |           |                          | \$ -             |             |
| <b><u>Allocation of Funding Transferred from LTC Project Specific Reserve Fund:</u></b>        |                                                         |                                                           |                                     |                                           |           |                          |                  |             |
|                                                                                                | Pool for Allocation to LTCs in Year                     | -                                                         | 36,500                              | \$ 36,500                                 | LPS       | 0%                       | \$ -             |             |
|                                                                                                | Salt Spring Bylaw Review - Procedural Updates (OCP/LUB) | 96,000                                                    | -                                   | \$ 96,000                                 | LPS       | 0%                       | \$ -             |             |
|                                                                                                | Salt Spring Ganges Village Area Planning                | 86,500                                                    | -                                   | \$ 86,500                                 | LPS       | 0%                       | \$ -             |             |
|                                                                                                |                                                         | 182,500                                                   | 36,500                              | 219,000                                   |           |                          | \$ -             |             |
| TOTAL TRANSFER FROM ALL SURPLUS AND RESERVE FUNDS                                              |                                                         |                                                           |                                     | 502,000                                   |           |                          |                  |             |

Islands Trust  
Proposed Staffing Changes  
Fiscal Year 2024/25

| CATEGORY                       | DESCRIPTION                                                               | AMOUNT         | Funding Source |
|--------------------------------|---------------------------------------------------------------------------|----------------|----------------|
| <b>STAFFING, Permanent (P)</b> |                                                                           |                |                |
|                                | <u>New ITC STAFF (FT, estimated start date June 1), funded by taxes</u>   |                |                |
|                                | Salary                                                                    | 74,000         |                |
|                                | Benefits                                                                  | 18,800         |                |
|                                | Travel                                                                    | -              |                |
|                                | Mobile Phone                                                              | -              |                |
|                                | Computer - Laptop                                                         | 1,500          |                |
|                                | Training                                                                  | 1,500          |                |
|                                |                                                                           | <b>95,800</b>  | Taxes          |
|                                | <u>New GIS staff (FT, estimated start date June 1), funded by taxes</u>   |                |                |
|                                | Salary                                                                    | 69,900         |                |
|                                | Benefits                                                                  | 17,800         |                |
|                                | Travel                                                                    | 9,000          |                |
|                                | Mobile Phone                                                              | -              |                |
|                                | Computer - Laptop                                                         | 1,500          |                |
|                                | Training                                                                  | 2,000          |                |
|                                |                                                                           | <b>100,200</b> | Taxes          |
|                                | <b>Total New Staff (P) Costs</b>                                          | <b>196,000</b> |                |
| <b>STAFFING, Temporary (T)</b> |                                                                           |                |                |
|                                | <u>Registered Professional Biologist (FT, 10 months) funded by grant</u>  |                |                |
|                                | Salary                                                                    | 48,500         |                |
|                                | Benefits                                                                  | 12,000         |                |
|                                | Travel                                                                    | 2,500          |                |
|                                | Mobile Phone (none)                                                       | -              |                |
|                                | Computer - Laptop                                                         | 1,500          |                |
|                                | Training                                                                  | 1,000          |                |
|                                | Total FW Co-op Student                                                    | <b>65,500</b>  | Taxes          |
|                                | <u>Planning Services Co-op Student (FT, 4 months), funded by taxes</u>    |                |                |
|                                | Salary                                                                    | 17,200         |                |
|                                | Benefits                                                                  | 4,400          |                |
|                                | Pacific Leaders Tuition Grant                                             | 1,223          |                |
|                                | Travel                                                                    | -              |                |
|                                | Mobile Phone (none)                                                       | -              |                |
|                                | Computer - Desktop (existing machines available)                          | -              |                |
|                                | Training (to be completed in-house)                                       | -              |                |
|                                | Total FW Co-op Student                                                    | <b>22,823</b>  | Taxes          |
|                                | <u>ITC Species at Risk Co-op Student (FT, 4 months), funded by grants</u> |                |                |
|                                | Salary                                                                    | 16,300         |                |
|                                | Benefits                                                                  | 3,800          |                |
|                                | Pacific Leaders Tuition Grant                                             | 2,800          |                |
|                                | Travel                                                                    | -              |                |
|                                | Mobile Phone (none)                                                       | -              |                |
|                                | Computer - Desktop (existing machines available)                          | -              |                |
|                                | Training (to be completed in-house)                                       | -              |                |
|                                | Total FW Co-op Student                                                    | <b>22,900</b>  | Grant          |
|                                | <b>Total New Staff (T) Costs</b>                                          | <b>111,223</b> |                |

# BRIEFING

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**To:** Financial Planning Committee      **For the Meeting of:** January 24, 2024  
**From:** Director Administrative Services      **Date Prepared:** January 17, 2024  
**SUBJECT:** Draft 2024/25 Budget Overview

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**PURPOSE:**

To provide Trust Council with the draft 2024/25 budget for their review, comment and direction.

**BACKGROUND:**

The Budget Assumptions and Principles (BAP) for the fiscal 2024/25 budget cycle were reviewed by Financial Planning Committee at their August 2023 meeting, where they directed amendments to include First Nations reconciliation and engagement and communications as specific principles to incorporate into the draft budget, and requested Trust Council to provide budget guidelines to steer the budget development process for the upcoming fiscal year.

In September 2023, Trust Council reviewed the BAP document with no changes to the planned budget approach, and provided no budget guidelines. The BAP document has been used as a guide in putting together the draft 2024/25 budget as much as possible.

Financial Planning Committee (FPC) has reviewed the draft budget twice since its initial drafting, at their meetings in October and November. Trust Council (TC) has reviewed the draft budget once, at their December meeting. To date, not adjustments to the draft budget have been directed by either FPC or TC.

To date, the following activities have taken place to support the current draft of the 2024/25 budget:

| BODY                              | ACTIVITY                                                                                                                                                                                                  |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Executive Committee (EC)          | EC has reviewed its budget requests and business cases associated with next fiscal funding, all of which have been included in the draft budget and are included in the agenda.                           |
| Governance Committee (GC)         | GC has not submitted requests for funding in next fiscal year. However, the CAO has requested \$3,000 for GC work that may arise, which has been incorporated into the draft budget.                      |
| Regional Planning Committee (RPC) | RPC has reviewed business cases for their funding requests associated with fiscal 2024-25 projects. A business case for the planning services co-op student included in the budget has not been prepared. |
| Trust Programs Committee (TPC)    | TPC has reviewed all their funding requests for next fiscal. Amounts are included in the draft budget and business cases are included in the                                                              |

|                               |                                                                                                                                                                                                                                                                                   |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                               | agenda package.                                                                                                                                                                                                                                                                   |
| Local Trust Committees (LTCs) | 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.<br>Staff have prepared estimates of Trust-wide expenses with the input of management. |

The above information has been collated into the draft 2024/25 budget that is presented in this agenda.

### SUMMARY OF DRAFT BUDGET RESULTS

The draft 2024/25 budget contains the following:

- Total proposed planned spending of \$10.8M:
  - Operating budget \$11.0M (excluding amortization expense)
  - Projects budget \$923,000
  - Capital budget \$387,000
- A proposed 9.2% general tax increase to local trust areas (exclusive of NMC)
- A proposed 17.6% general tax levy increase to Bowen Island Municipality (exclusive of NMC)
- A proposed draw from the General Revenue Surplus Fund of \$210,000.
- A proposed draw from the LTC Project Reserve Fund of \$219,000.
- Proposed draw from the SSI Special Property Tax Requisition Reserve Fund of \$73,000.

### SUMMARY COMPARISON TO PREVIOUS FISCAL YEARS

*Comparison to the most recently completed fiscal year actual spending (2022/23)* – A comparison to the most recently completed fiscal year actual spending can be helpful to determine real trends in spending levels, which can inform budget development for the immediately subsequent fiscal year.

*Comparison to the most recently approved fiscal year budget (2023/24)* – A comparison to the most recently completed fiscal year budget can also be helpful to inform real spending trends, only in instances where actual financial performance tracks with the budget for that same year. At the end of quarter two, Islands Trust spending is forecasted to be approximately 3% below budget.

The draft **operating budget** has increased by \$713,000 (8%) over the current year approved budget and 7% (\$663,000M) over fiscal 2023/24 forecasted spending. The largest factors contributing to this increase are as follows:

| Expense                             | Increase (decrease)<br>over 2022-23<br>Actual spending | Increase (decrease)<br>over 2023-24<br>Forecast |
|-------------------------------------|--------------------------------------------------------|-------------------------------------------------|
| History and Heritage Funding Grants | 4,000                                                  | 10,000                                          |
| Communications & ITC Fundraising    | 29,000                                                 | 9,000                                           |
| Software Support and Licensing      | 101,000                                                | 44,000                                          |

|                            |        |          |
|----------------------------|--------|----------|
| Technical Support          | 16,000 | 35,000   |
| Insurance                  | 22,000 | 12,000   |
| ITC Property Management    | 47,000 | 6,000    |
| ITC Conservation Planning  | 5,000  | 11,000   |
| ITC Ecosystem Mapping      | 18,000 | 13,000   |
| Legal – general            | 8,000  | (3,000)  |
| Executive Expenses on LTCs | 21,000 | 7,000    |
| Meeting Expense            | 55,000 | 14,000   |
| Office – Lease Costs       | 33,000 | 28,000   |
| Salaries and Benefits      | 1.4M   | 674,000  |
| Training & Conferences     | 19,000 | (4,000)  |
| Travel for Training        | 9,000  | (11,000) |
| Travel                     | 5,000  | (11,000) |
| Trustee Remuneration       | 56,000 | 23,000   |
| Trustee Benefits           | 18,000 | 2,000    |

The draft **projects budget** has increased by \$395,000 (75%) over the current year forecast due primarily to increased work focused on housing (needs assessments, strategy development, toolkits) and Salt Spring Island LTC projects carrying into next fiscal year. Project budget comparatives year-over-year are potentially less helpful for future year decision making as projects vary from year to year based on Trust Council priorities and could have very different costs depending on the nature of work being completed.

The draft **capital budget** has increased by \$252,000 (187%) over the current year forecast primarily due to the planned SSI office relocation, and increases in computer hardware and software costs related to the conversion to MS365.

## **DRAFT 2024/25 BUDGET - OVERVIEW**

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### **Planned Revenues:**

External sources of revenue include application fees, grant funding, property taxes, levies, and investment income.

Internal sources of revenue, when used to balance the budget, comes from funds held in the Islands Trust surplus funds and reserve funds.

### Local Trust Area (LTA) Taxes:

Local Trust Area taxes total \$8.8M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 9.7% (\$773,000). This amount is comprised of:

- A proposed base tax increase of 9.2% (\$736,000) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 0.5% (\$37,000) tax increase across Local Trust Areas (LTAs) to account for the Non-Market Change (NMC) factors, which is an increase to the tax base for new construction, developments, changes in land-use. This figure is based on the NMC factor as of December 31, 2023 as reported by BC Assessment.

### Bowen Island Municipality (BIM) Taxes:

The BIM tax requisition is calculated at approximately \$411,000 in the draft budget. This is a total increase over last year's budget of 18.7% (\$65,000). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 17.6% (\$61,000) from the existing tax base; plus
- An estimated 1.1% (\$3,700) generated from new tax base associated with NMC factors. This figure is based on NMC factor as of December 2023.

#### Special Tax Requisitions:

No special tax requisitions have been included in the current version of the draft budget as no local trust committees have requested these funds. Should requests come forward during the budget cycle they will be added.

#### Grant Revenues:

Total grant revenues in the draft budget amount to \$834,000, broken down as follows:

- Provincial Annual Unrestricted Grant - Operating  
The annual unrestricted provincial grant has been budgeted at historical levels of \$180,000 (2023/24- \$180,000). Executive Committee and Trust Council are tasked with strategizing an approach to request more funding from the province, however as this project has not moved forward, no new information is available to support amending the value of this revenue stream.
- Provincial Restricted Grant – First Nations Engagement  
A restricted provincial grant of \$150,000 was received in fiscal 2023-24 for First Nations Engagement. Of this amount, \$77,000 is expected to be spent in 2024-25 and as such, has been recognised as grant revenue in the draft 2024-25 budget.
- Provincial Restricted Grant – Housing Legislation Implementation  
A restricted provincial grant of \$127,336 was received in fiscal 2023-24 to fund the implementation of legislative changes associated with housing initiatives. The full \$127,336 is expected to be spent in 2024/25 on housing needs assessments for the Trust Area and as such the full amount has been recognized as grant revenue in the draft 2024-25 budget.
- Provincial Restricted Grant – Local Government Climate Action  
A restricted provincial grant of \$38,000, received under the Local Government Climate Action program.
- Provincial Restricted Grant – Complete Communities  
A restricted provincial Complete Communities grant of \$150,000 was received in fiscal 2023-24. Of this amount \$126,000 is expected to be spent in 2024-25 for the Salt Spring Island Local Trust Committee.
- Federal Restricted Grant – Species at Risk  
A restricted multi-year federal grant has been awarded to ITC for work related to Species at Risk in the Trust Area. This grant was originally signed in October 2020, and extended in May 2022. Of the total funding awarded, \$220,000 relates to work to be performed in fiscal 2024/25. This amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending.
- Federal Restricted Grant – Registered Professional Biologist  
A restricted federal grant from Environment and Climate Change Canada (ECCC) of \$65,500. This amount is recognized as revenue in the draft budget, along with the related expenses the grant will pay (costs for a Registered Professional Biologist).
- Contingent Grants

A line for contingent grant income is included in the budget with a nominal \$1. This line serves as a placeholder to ensure unanticipated grants awarded in the year can be captured as required.

#### Other Revenue Sources:

- Fees from applications is set at \$227,000 (2023/24 - \$192,000) based on an estimate calculated using anticipated application volumes, by type and LTC, multiplied by application fees.
- Interest income is budgeted at \$190,000 (2023/24- \$133,000) based on estimated investment returns on the investment of 2024/25 property tax funds, and assumes interest rates will remain high in comparison to historical norms, but will be lower than fiscal 2023/24 actuals. This figure will be reviewed before the final version of the budget travels to Trust Council in December to ensure estimates remain reasonable.

#### Surplus Funding:

The proposed budget shortfall of \$502,000 is proposed to be funded with draws from surplus and reserve funds:

- A draw from the general revenue surplus fund (GRSF) of \$210,000 is included in the draft budget, all of which is allocated to the SSI office relocation.
- A draw from the LTC project specific reserve fund (LTCPSRF) of \$219,000 is included in the draft budget to offset total LTC project costs.
- A draw from the SSI special tax requisition reserve fund (i.e.: SSIWPA reserve) of \$73,000 is included in the draft budget to pay for three proposed projects related to watershed management. These projects must fall within Bylaw 154 to be funded from this reserve fund, unless the SSIWPA project is completed, at which point unspent funds can be used for an alternate purpose at the direction of Trust Council.

Staff have used approved 2023/24 budget figures to estimate the balance that may remain the GRSF and the LTCPSRF at the end of the current fiscal year to be \$1.97M versus the required minimum balance of \$1.93M, meaning approximately \$40,000 in additional surplus draws may be included in the budget before reaching the policy minimum. This figure will be updated when third quarter forecast is completed.

#### **Planned Expenditures:**

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at \$6.6M budget (2023/24- \$6.2M), representing 61% of the overall draft budget. Staffing levels, by department, expressed as Full-Time Equivalents (FTE), are broken down as follows:

| Department                | Functions                                    | Base FTE | New FTE | Total FTE | Budget (\$)  | % of Salaries Cost |
|---------------------------|----------------------------------------------|----------|---------|-----------|--------------|--------------------|
| Executive Office          | Office of CAO, Legislative Services          | 5.0      |         | 5.0       | \$ 653,447   | 10%                |
| Trust Area Services       | Communications, Government Relations, Grants | 5.4      |         | 5.4       | 609,419      | 9%                 |
| Islands Trust Conservancy | Land Management and Acquisition              | 7.8      | 1.0     | 8.8       | 843,292      | 13%                |
| Planning & Bylaw Services | Land use Planning, Bylaw Enforcement         | 33.3     | 1.0     | 34.3      | 3,412,985    | 51%                |
| Administrative Services   | Finance, Human Resources, Info Technology    | 9.1      | 1.0     | 10.1      | 1,154,018    | 17%                |
| Total                     |                                              | 60.6     | 3.0     | 63.6      | \$ 6,673,161 | 100%               |

*Note: Islands Trust Conservancy and Planning Services include a 0.3 FTE each for a co-op student.*

Factors influencing this expenditure line item include:

- Changes to staffing levels and complements from the previous budget:
  - The addition of a 1.0FTE GIS staff, budgeted at approximately \$90,000 for base salary and benefits, which assumes 10 months of salary and benefits in the first year of hire. A business case for this new position is included in the agenda package for review.
  - The addition of a 1.0FTE ITC staff, budgeted at approximately \$87,700 for base salary and benefits. This amount serves only as a placeholder in the current budget draft, until such time as staff and the ITC Board determine if new staff resources are the best way to address growing property management needs. This amounts assumes 10 months of salaries and benefits expense.
  - The addition of a temporary 1.0FTE for a Registered Professional Biologist, funded by a grant from the federal government. This was approved by Trust Council in December 2023 and is valued at \$60,500 in salaries and benefits in the budget.
- Staff salaries and benefits have been adjusted from previous years for the following factors:
  - A 3.0% wage increase for all BCGEU staff members, effective April 1, 2024. This amount is based on the BCGEU agreement which indicates a possible increase between 2% and 3% for next fiscal year, dependent on inflation. Staff use the higher percentage increase as inflation is currently above that point.
  - An adjustment for 25 BCGEU staff who will move up 'steps' in their range in the fiscal year (3.0% per step per person).
  - An effective up-to 2.75% wage increase (i.e.: a 3.0% increase four months into the fiscal year) for excluded staff members to anticipate potential increases from PSA received in the fiscal year.
  - A nominal amount for staff is included in the draft budget, which reflects only time worked that is paid out to staff. Time that is banked and taken as additional time off in the year does not add to salaries cost and as such does not require a budget. Historical analysis of staff overtime was completed a few years ago but requires update. Staff will update this analysis and revise estimated overtime budget needs in future versions of the budget.
  - Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at \$1.3M (2023/24- \$1.3M). This payment to PSA is made to pay for items such as: employer portions of CCP, EI, EHT, and pension contributions for staff; extended benefit plan premiums for staff; and other fringe benefits for staff. The actual rate for next fiscal year will be received by PSA later in the budget cycle and will be updated in the budget draft when received.
  - An allowance of \$170,000 for staff turnover has been made in the 2024/25 draft budget acknowledging that vacancies contribute to salaries underspending each year. This amount represents 2.5% of the overall salaries budget which is in line with historical average salaries underspending against budget.

**Trustee remuneration and benefits** remains quantified by Trust Council [Policy 7.2.1 Trustee Remuneration](#) amounts to \$710,000 in the 2024/25 draft budget (2023/24- \$699,000). Factors influencing this figure include the following:

- An anticipated 3.7% increase to base remuneration to adjust for CPI changes, based on recently reported annual inflation figures for the Victoria area. This rate will be adjusted for to reflect final Statistics Canada inflation rates at the end of the calendar year, in line with policy.
- No change to population figures which are updated every five years in line with census reports issued by Statistics Canada.
- Adjustments for the number of folios by LTA as provided by BC Assessment.

- Inclusion of employer CPP contributions at the new rate of 5.95% at January 1, 2025.
- Extended benefit premiums have been increased to reflect the cost of enrolling trustees in the UBCM enhanced benefit plan, and account for the rate increase received effective October 1, 2023.
- Employer Health Tax (EHT) remains at 1.95% of base salary.
- Inclusion of committee meeting remuneration for Council Committee members at a rate of \$150/meeting for Committee Chairs and \$100/meeting for Committee members. Six meetings for each of RPC, TPC, FPC and the Governance Committee have been budgeted for, reflecting historical meeting frequencies.

**Trust Council meeting** expenses have been budgeted under the assumption that all four meetings of Trust Council will be held in-person special. This approach will be adjusted if Trust Council resolves to take an alternate approach. Current planned spending for Trust Council meetings in the draft budget is \$126,000 (2023/24 – \$123,000), which represents \$31,500 per in-person meeting. This meeting cost is based on the average of the most recent five in-person meetings.

**Executive Committee meeting** expenses are budgeted at \$5,400 (2023/24- \$5,200) which reflects a plan to continue with the current complement of electronic and in-person meetings.

**Council Committees meeting** expenses are budgeted at a total of \$3,700 (2023/24 - \$8,500) with the assumption that the Governance Committee, Financial Planning Committee, Regional Planning Committee and Accessibility Committee will meet fully electronically as planned. Trust Programs Committee has funding for one in-person meeting.

**LTC-direct** expenses amount to \$84,000 (2023/24- \$44,000), which is higher than previous budget years. The increase is due to increased costs for Executive Committee members traveling to chair LTC meetings. Due to the home location of EC members, the related ferry schedules require overnight stays to attend and Chair LTC meetings as Chair. Spending trends for all LTC accounts have been analyzed and budgeted amounts have been updated to reflect current activities levels of LTC. These costs include travel costs for LTC chairs and trustees, venue rental costs, LTC communications, APC meeting costs, and costs of taking meeting minutes.

**LTC project** expenses are budgeted at \$355,500 (2023/24- \$286,000) for LTC projects which includes an allowance for upcoming, currently unknown LTC projects (\$36,500). A breakdown of LTC project funding requests is as follows:

|                                                 |           |                |
|-------------------------------------------------|-----------|----------------|
| DE: Housing Review                              | \$        | 15,000         |
| GB: OCP/LUB Project                             | \$        | 77,000         |
| MA: Housing Options                             | \$        | 10,000         |
| NP: Housing Access and Affordability            | \$        | 15,000         |
| HO: First Nations                               | \$        | 19,500         |
| SS: OCP and LUB Review                          | \$        | 96,000         |
| SS: Ganges (Shiya'hwt/SYOW T) Village Area Plan | \$        | 86,500         |
| <b>TOTAL LTC PROJECT REQUESTS</b>               | <b>\$</b> | <b>319,000</b> |

In recent history, LTC projects have been funded from monies in the Special Purpose LTC Project Reserve fund (LTCPSRF). The amount estimated to be available in the LTCPSRF to fund these projects in the 2024/25 budget is approximately \$105,000 which is not enough to cover the planned projects. A transfer from the GRSF of \$115,000 to the LTCPSRF is planned for fiscal 2025 to increase the available balance to \$220,000. This amount has been included in the budget as a draw from reserve to partially pay for LTC projects.

Planning staff have completed an assessment of the feasibility of completing all planning projects in a single fiscal year. This report is included with the budget materials to in budget recommendations and decisions.

**Islands Trust Conservancy expenses**, (excluding ITC staff salaries and benefits of \$858,000), amount to \$302,000 in the 2024/25 draft budget (2023/24- \$297,000).

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

**Office leases and associated costs** amount to \$514,000 (2023/24- \$475,000). Main staff office spaces remain in Victoria, and on Gabriola Island and on Salt Spring Island. A smaller on-island office lease remains in use on Galiano Island historically used by trustees and planning staff for meetings with members of the public. Staff will review the value of this office space with Galiano trustees and will provide updates in future budget versions for FPC's consideration.

The primary driver of increases in this areas is increased lease costs associated with the three main office spaces, due to rising costs incurred by landlords and passed on to Islands Trust as tenants.

**FOI & Records Management** is budgeted at \$10,000 (2023/24 - \$10,000). This budget line is for hiring contractors who assist in addressing Freedom of Information requests and records management issues.

**Recruitment & Labour Relations** has a budget of \$21,000 (2023/24 – \$21,000) to fund advertisements for job postings and contracted human resource assistance from the Public Service Agency.

**Payroll Processing** is budgeted at \$21,000 (2023/24 – \$20,000) reflecting expenses paid to the public service agency for processing staff payroll.

**Insurance** costs have once again risen and are budgeted at \$220,000 (2023/24- \$208,000), based on quoted renewal amounts with our existing insurer for the current fiscal year. Almost all of this increase relates to General Liability and Errors and Omissions insurance coverage, which provides professional liability coverage for staff and directors liability coverage for trustees. The premium for this insurance plan continues to increase due to continued hardened insurance markets and a history of ongoing and new legal claims at Islands Trust. Staff are currently engaged in a project to determine if insurance coverage with the Municipal Insurance Agency of BC is a more reasonable insurance approach for Islands Trust, and is investigating self-insurance. Neither of these projects has reached completion at this stage and as such, the budget draft includes amounts based on the current provider.

**Legal Costs** (General, Bylaw enforcement litigation, Litigation defense) have been budgeted at a total of \$249,000 (2023/24- \$222,000).

- Legal General is budgeted at \$96,000, which is higher than 2023/24 budget but is in line with historical spending norms in this area. The legal general budget pays for legal opinions, interpretations and advice on various topics not associated with litigation or claims files. Management intends to increase rigor around spending in this area, but acknowledges the new Council trend to lean into legal opinions quite frequently.
- Legal for Bylaw Enforcement has been budgeted at \$76,000, consistent with the 2023/24 budget, which reflects existing levels of enforcement on the islands. Increased enforcement directed by new LTCs may result in higher legal fees in this area.
- Legal Litigation is budgeted at \$77,000 (2023/24 - \$72,000) which is an estimate of legal fees associated with existing legal claims. If new claims are incurred in the year, or existing claims see more activity than anticipated, this budget area may need to be increased. Average actual spending in this budget over the most recent three years is \$123,000. Legal litigation is a difficult

item to budget for and while consideration for known claims can be made, there is no way to know what may come forward in the year. An alternative approach to an increased budget would be to budget for a lower expense in this area, and draw on additional surplus funds should more funds be required in the year for increased litigation. This puts extra pressures on the surplus fund however, and may put minimum surplus balances at risk.

**Software Support and Licensing** expenses are budgeted at \$194,000 (2023/24- \$150,000), which includes costs for the many software systems used by the Trust in their everyday work. Significant drivers of the increase to this budget line include:

- \$34,000 in new costs for Microsoft 365 subscriptions
- \$3,000 in new maintenance costs for CityView associated with the bylaw enforcement portal
- \$3,000 in new costs for file transfer service (i.e.: Dropbox)
- \$4,000 in increases to annual renewal fees for already in-use software systems.

**Computer Hardware and Software** expenses have been budgeted at \$172,000 (2023/24- \$129,300) which includes costs for the following:

- \$24,000 for technical support that will be capitalized as hardware cost to prepare IT server environment for MS 365
- \$28,000 for two server replacements
- \$13,000 for server network hardware
- \$8,000 for software license upgrade for Exchange email server
- \$12,000 for new computer monitors, a new boardroom camera and a plotter
- \$58,000 for the purchase of 30 new computers (11 Laptops, 15 Desktops and 4 advanced desktops to run mapping software). The purchase of these computers is noted as required by the info systems team as existing computers do not support Windows 11 which the Trust will migrate to in 2024/25 as Windows 10 reaches end of life
- \$29,000 in contracted technical support to complete these projects

**Contracted Temporary Staffing** is a budget line that simply provides an account to records costs incurred for contractors who are backfilling for staff vacancies throughout the year.

**Strategic plan projects** with budget funding requests reflect the initiatives approved by Trust Council as part of their strategic plan, and amount to \$269,000 (2023/24- \$149,000), broken down in the following list:

|                                                     |            |
|-----------------------------------------------------|------------|
| • Reconciliation Action Plan*                       | \$ 25,000  |
| • Policy Statement Amendment                        | \$ 35,000  |
| • Stewardship Education Program                     | \$ 15,000  |
| • Secretariat Services                              | \$ 15,000  |
| • Housing Needs Assessment North/South Gulf Islands | \$ 127,336 |
| • Housing Strategy and Housing Options Toolkit      | \$ 30,000  |
| • First Nations Engagement Plan (ITC)               | \$18,000   |
| • Governance Committee Project Funds                | \$3,000    |

*Business cases outlining rationale for each funding request is attached to the agenda, except for those containing an asterix (\*) beside the project name.*

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

- Cityview: Bylaw Portal \$ 90,000
- Building Footprint Data Update \$ 10,000
- SSI Office Relocation \$210,000
- MS 365 Upgrade \$120,500

**Surplus funds** in the General Revenue Surplus Fund at the end of 2024/25 after the budgeted draw of \$210,000 are estimated to be \$1.97M versus the calculated policy minimum of \$1.93M.

**ATTACHMENT(S): (attached to the budget changes BRF)**

1. 2024/25 Numeric Budget Detail
2. Strategic and Operational Initiatives List
3. New Staffing Requests List
4. LTC Projects List

**FOLLOW-UP:** As directed.

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**Prepared By:** Finance Office  
Director, Administrative Services

**Reviewed By:** CAO



## REQUEST FOR DECISION

**To:** Financial Planning Committee      **For the Meeting of:** January 24, 2018  
**From:** Administrative Services - Finance      **Date Prepared:** December 6, 2023  
**SUBJECT:** Allocation of Surplus Draws in Draft 2024/25 Budget

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### RECOMMENDATION:

That Financial Planning Committee direct staff to allocate \$120,500 of the draw from the General Revenue Surplus Fund in the draft 2024/25 budget to expenses related to the Microsoft 365 conversation project, in an effort to reduce the draft 2024/25 Bowen Island Municipal tax levy.

### CHIEF ADMINISTRATIVE OFFICER COMMENTS:

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### PURPOSE:

To respond to Trustee Sue-Ellen Fast's informal request made at Trust Council to consider how Bowen Island Municipality (BIM) might benefit from reallocation of the planned surplus draws in the draft budget.

### BACKGROUND:

At its meeting on December 6, 2023, Trust Council trustee and BIM Councilor Sue-Ellen Fast requested that staff and Financial Planning Committee (FPC) review the allocation of surplus draws in the draft 2024/25 budget to see if additional benefit can be found for BIM by allocating surplus draws in a different manner.

Budgeted draws from surplus and their allocation is guided by Trust Council [policy 6.5.1 Reserves and Surplus](#). Section 3.2 of the policy says the following:

*"The General Revenue Surplus Fund may be used to fund:*

- 1. significant and/or unanticipated general expenditures,*
- 2. for major emergent operating issues and*
- 3. for onetime and intermittent projects that would create a potential deficit situation at yearend.*

*Trust Council must approve the amount of surplus to be used."*

Assessment of the draft budget expenditures against the policy criteria is as follows:

#### Criteria #1: Significant and/or unanticipated general expenditures

No draft budget expenses meet criteria 1.

## Criteria #2: Major emergent operating issues

- The SSI office relocation valued at \$210,000 meets criteria #2. This is an operating item that is a major undertaking, and that is emergent given the SSI lease terminates at a fixed immovable date. The current draw from surplus is fully allocated to this work, which affords BIM no credit in their levy calculation. Reallocating the surplus draw to alternate spending may afford BIM a credit which would reduce their levy.
- Migration to Microsoft (MS) 365 and related computer purchases potentially meet this criteria, given the MS version the Islands Trust is currently using will no longer be supported in future years, which could put IT operations in jeopardy. New computer purchases required as a result of this migration would also qualify. These costs would total \$120,500 in the draft budget. Allocated surplus to this work would afford BIM a credit valued at approximately 30% of the allocated amount, or \$36,150. This reduced amount collected from BIM will be collected from the rest of the Trust Area

## Criteria #3: for onetime and intermittent projects that would create a potential deficit situation at yearend.

- The RPC Housing Needs Assessment is valued at \$127,336 in the draft budget. This work is required by legislation every five years. As such, it meets the definition of an intermittent project. Determining if it meets the second part of the criteria (creating potential deficit at year-end) is difficult, as many expenses contribute to deficit positions, not a single project. However, even if surplus draws are allocated to this work, BIM would be afforded no credit as they do not contribute to planning-related work. This work is now funded by grant monies and as such does not need surplus monies for funding.

## **IMPLICATIONS OF RECOMMENDATION**

### **ORGANIZATIONAL:**

**FINANCIAL:** The BIM tax levy will be reduced by in the draft 2024/25 budget by approximately \$36,150 resulting in a BIM general tax levy increase of approximately 16%. LTA taxes will increase by the same \$36,150, adding approximately half a percent to the LTA tax increase.

**POLICY:** No impact to policy.

**IMPLEMENTATION/COMMUNICATIONS:** Changes to the BIM tax levy will be communicated to TC and BIM.

**FIRST NATIONS:** None.

**OTHER:** None.

**RELEVANT POLICY(S):** Trust Council Policy 6.5.1 Reserves and Surplus

**ATTACHMENT(S):** None.

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## **RESPONSE OPTIONS**

**Recommendation:** That Financial Planning Committee direct staff to allocate \$120,500 of the draw from the General Revenue Surplus Fund in the draft 2024/25 budget to expenses related to the Microsoft 365 conversation project, in an effort to reduce the draft 2024/25 Bowen Island Municipal tax levy.

**Alternative(s):**

1. That Financial Planning Committee direct staff to allocate \$\_\_ of the draw from the General Revenue Surplus Fund in the draft 2024/25 budget to expenses related to \_\_\_\_\_, in an effort to reduce the draft 2024/25 Bowen Island Municipal tax levy.
  2. That Financial Planning Committee direct staff to make no adjustments to the allocation of the draw from the General Revenue Surplus Fund in the draft 2024/25 budget, leaving it allocated to the SSI office relocation.
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**Prepared By:** Director, Administrative Services

**Reviewed By/Date:** CAO

# BRIEFING

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|                 |                                                |                            |                   |
|-----------------|------------------------------------------------|----------------------------|-------------------|
| <b>To:</b>      | Trust Council                                  | <b>For the Meeting of:</b> | December 6, 2023  |
| <b>From:</b>    | Financial Planning Committee<br>(not reviewed) | <b>Date Prepared:</b>      | November 16, 2023 |
| <b>SUBJECT:</b> | <b>Summary of Data for Budget Discussion</b>   |                            |                   |

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## PURPOSE:

To provide Trust Council with a summary of FPC-determined key information outlined in funding request business cases, to facilitate discussion and decision making in relation to the draft 2024/25 budget.

## BACKGROUND:

At its November 2023 meeting, Financial Planning Committee (FPC) made the following resolution (numbering of bullets added by staff for purposes of this report):

*“That Financial Planning Committee recommend to Trust Council that Trust Council review:*

- 1. progress against plans for current fiscal year*
- 2. staff vacancies and turnover*
- 3. risks posed by unavailability of staff resources as described in the business cases*
- 4. staff resources required across ALL supported projects and activities for the proposed budget and contemplate prioritising and deferring some activities, so that critical work can be accomplished and staff stress and load is reduced.”*

The FPC provided clarity that they were requesting a consolidated summary of the information noted above to be drafted and included in the TC agenda package, in table format where possible. Staff confirmed understanding that this was essentially a request to consolidate existing information into a single report to facilitate ease of review at the TC table.

**Item 1** re: progress against current year plan is addressed in the second quarter financial reporting and financial forecast, which are included in this agenda. A summary of current year financial progress to date and forecasted progress for the year, related specifically to programs and project expenses, is as follows:

(see page over)

|                                               | Year-to-Date                  |                                          |                         | Forecast                         |                                          |        |
|-----------------------------------------------|-------------------------------|------------------------------------------|-------------------------|----------------------------------|------------------------------------------|--------|
| Expense Line                                  | Approved<br>2023/24<br>Budget | 6 months<br>spending to<br>Sept 30, 2023 | % of<br>Budget<br>Spent | 2023/24<br>Financial<br>Forecast | % of Budget<br>Forecasted<br>to be Spent | Notes  |
| Contracted Temporary Staffing                 | \$ 2,500                      | \$ 21,956                                | 878%                    | \$ 22,000                        | 880%                                     | Note 1 |
| Expense Claim System Upgrades                 | 15,000                        | -                                        | 0%                      | 15,000                           | 100%                                     |        |
| First Nations Engagement Plan                 | 10,000                        | -                                        | 0%                      | 10,000                           | 100%                                     |        |
| FOI & Records Management                      | 10,000                        | 2,930                                    | 29%                     | 10,000                           | 100%                                     |        |
| FW: Groundwater Recharge Mapping              | 10,000                        | 721                                      | 7%                      | 10,000                           | 100%                                     |        |
| Housing Strategy                              | 30,000                        | 17,908                                   | 60%                     | 30,000                           | 100%                                     |        |
| ITC "Conservation Planning & Land Securement" | 26,550                        | 2,503                                    | 9%                      | 16,000                           | 60%                                      | Note 2 |
| ITC "Ecosystem Mapping"                       | 18,000                        | -                                        | 0%                      | 5,000                            | 28%                                      | Note 3 |
| ITC "Property Management"                     | 159,930                       | 46,700                                   | 29%                     | 160,000                          | 100%                                     |        |
| Land Title Registrations                      | 3,900                         | 1,370                                    | 35%                     | 3,000                            | 77%                                      | Note 4 |
| LG Development Approvals Program              | 147,795                       | 13,120                                   | 9%                      | 147,796                          | 100%                                     |        |
| Policy Statement Review                       | 30,000                        | 4,898                                    | 16%                     | 34,000                           | 113%                                     |        |
| Reconciliation Action Plan                    | 30,000                        | 3,855                                    | 13%                     | 30,000                           | 100%                                     |        |
| Regional Freshwater Management                | 22,000                        | 7,161                                    | 33%                     | 22,000                           | 100%                                     |        |
| Secretariat Services                          | 12,000                        | 2,343                                    | 20%                     | 12,000                           | 100%                                     |        |
| Senior Video Project                          | -                             | 364                                      | 100%                    | 364                              | 100%                                     |        |
| Stewardship Education                         | 15,000                        | 1,841                                    | 12%                     | 14,000                           | 93%                                      | Note 5 |
| LTC Projects                                  | 329,500                       | 21,701                                   | 7%                      | 203,000                          | 62%                                      | Note 6 |
| TOTAL                                         | 872,175                       | 149,370                                  | 17%                     | 744,160                          | 85%                                      |        |

Note 1: Fully Offset by underspending in salaries

Note 2: Offset by overspending in ITC legal fees relating to land securement

Note 3: Project scale reduced due to staff capacity constraints

Note 4: Less activity than anticipated

Note 5: Fewer mailings for Living in the Trust Area than anticipated due to slowdown in resident turnover.

Note 6: Two large SSI projects not advancing, SSIWPA underspending

**Item 2** re: staff vacancies is addressed in the second quarter financial reporting and forecast which is included in this agenda. A summary of staff vacancies taken from the forecast report is as follows:

"Staff salaries and benefits is forecasted to be underspent by \$230,000 (9%) due to the following staff vacancies:

- Meeting Administrator – forecasted vacant for 8 months (\$34,000)
- Planning Team Assistant, Salt Spring Island office – forecasted vacant for 5.5 months (\$25,000)
- Island Planner, Northern office - forecasted to work less than full time for the full year (\$37,000)
- Island Planner, Northern office – forecasted to be vacant for the full year, partially offset by Planner 2 backfill costs (\$34,000)
- Administrative Coordinator – forecasted vacant for 9 months (\$49,000)
- Manager of Accounting and Finance – forecasted vacant for 9 months (\$94,000)
- Senior Indigenous Relations Advisor – forecasted vacant for 3.5 months (\$27,000)
- Planning Team Assistant, Southern office – forecasted vacant for 5.5 months (\$25,000)."

Note: This information reflects actual and anticipated vacancies and savings as at the end of quarter two. Staff use this information to make plans for the remainder of the year in terms of hiring temporary backfill staff. As such, this forecasted underspend at end of quarter two is likely to be reduced based on plans for the remainder of the year.

Historically, vacancies and staff movement are seen most frequently in Planning Services (PS) staff, and Trust Area Services (TAS) staff (communications, senior policy advisor, senior intergovernmental relations advisor). Hiring competitions completed in the last three years, excluding internal staff movements, are as follows:

FY2022 – 16 hiring competitions (9 PS, 5 TAS, 2 ITC)

FY2023 – 23 hiring competitions (17 PS, 1 TAS\*, 3 ITC, 2 HR)

FY2024 (7 months) – 19 hiring competitions (11 PS, 5 TAS, 2 ITC, 1 EXEC)

*\*fewer hirings due to long vacancies*

The Islands Trust org chart can be found on the website [here](#) for reference if useful.

**Item 3** re: risks noted in business cases associated with staff capacity shortages is summarised here for review. These risks are those that have been clearly identified in specific business case submissions that form part of the draft 2024/25 budget. Business cases for new staff positions have been excluded.

### **Planning Services**

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#### Feasibility report:

RPC has 2 planned projects and LTCs collectively have 7 planned projects for a total of 9 projects with business case submissions to the draft 2024/25 budget associated with planning services work. The planning services feasibility report estimates required staff hours to complete all these projects at 4750 hours, with available staff hours estimated at 4600 hours. The shortfall of 150 hours (4.6 weeks) is assessed as negligible.

#### Housing Needs Assessment RPC Project:

No staffing risks identified in associated business case.

#### Housing Strategy and Housing Options Toolkit RPC Project:

No staffing risks identified in associated business case.

#### Denman LTC Project:

No staffing risks identified in associated business case.

#### Gabriola LTC Project:

Noted staff factors that could negatively affect the project outcome or deliverables:

- Regional planning team capacity to manage project
- Capacity and expertise required to support mapping and data needs
- Other staff's capacity to support the project (assumed to mean non-planning staff)

#### Mayne LTC Project:

Requires support from Senior Indigenous Relations Advisor (SIRA), the Senior Freshwater Specialist, mapping and communications staff as needed.

Noted staff factors that could negatively affect the project outcome or deliverables:

1. Lack of staff resources: the regional planning team may not be able to support the project due to other on-going projects or staff shortages

#### North Pender LTC Project:

Requires support from Senior Indigenous Relations Advisor (SIRA), the Senior Freshwater Specialist, mapping and communications staff as needed.

Noted staff factors that could negatively affect the project outcome or deliverables:

1. Lack of staff resources: the regional planning team may not be able to support the project due to other on-going projects or staff shortages

#### Hornby LTC Project:

Requires support from senior management, Senior Indigenous Relations Advisor (SIRA), Communications Specialist, TAS, Legislative Services.

Noted staff factors that could negatively affect the project outcome or deliverables:

1. Regional Planning Team capacity to manage the project in 2024/2025 along with other LTC projects that are yet to be approved for that time frame
2. A strategic and coordinated approach is needed at the senior governance and management level to inform and support the approach and identify the staff to support it.
3. Islands Trust staff capacity: Uncertainty of staff allocation for time and limited hours of staff time available to any large level of activities.

#### SSI LTC Project (OCP/LUB) and (Village Area Plan):

Requires support from finance, information services, Trust Area Services.

Noted staff factors that could negatively affect the project outcome or deliverables:

1. First Nations engagement will be critical to the success of this project and an outsized role is anticipated in staff resources from this departmental function.

#### SSI Office Relocation:

No risks to staffing identified in business case.

### **Trust Area Services**

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#### Secretariat Services:

Noted staff factors that could negatively affect the project outcome or deliverables:

1. Sufficient staff time to administer and deliver the program. If there is a critical staff vacancy, program delivery would be impacted. Also, the program depends on program staff time not being allocated to other initiatives by other Trust bodies.
2. Availability of contractor to offer administrative support to coordination group.

#### Stewardship Education Program:

Noted staff factors that could negatively affect the project outcome or deliverables:

1. Sufficient staff time to administer and deliver the program. If there is a critical staff vacancy, program delivery may be impacted.
2. Availability of contractor to develop mailing list.

#### Policy Statement Amendment Project:

Noted staff factors that could negatively affect the project outcome or deliverables:

1. Lack of backfill for regular Senior Policy Advisor work leading to lack of progress on other initiatives and/or staff burnout. This business case assumes that the Senior Policy Advisor position is seconded to this project full-time, as has been the case in recent years. This means that the other duties that this position is responsible for do not have dedicated staff resources. In recent years, the Director of Trust Area Services has been undertaking many of these additional duties in addition to her regular work (often outside of regular work hours), and the Grants Manager has taken on legislative monitoring, and drafting of local trust committee advocacy letters and thank you letters to Trust Council delegates, as time permits within regular work hours. This informal backfill by the Director is not sustainable into the future and the ability of

the Grants Manager to continue to support additional activities is in question as the demand for grant-related support is on the rise. The risk is that Trust Area Services' work in other areas (e.g. Trust Council/local trust committee advocacy/coordination, policy research/development, legislative monitoring, indicator reporting, agreement monitoring/development, organization of special Trust Council sessions, grants in aid administration, research into science topics for accuracy purposes, delegation thank you letters, etc.) would need to be paused or continue to be paused. An additional risk is staff burnout and/or lowered staff morale due to continuing requests for Trust Area Services support that cannot be accommodated in regular working hours.

2. This risk (to other activities supported by Trust Area Services) could be mitigated by Trust Council funding backfill of the Senior Policy Advisor position or halting (not funding) OCP amendment project(s) to free up Planning Services staff time to support.

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### **Islands Trust Conservancy Services**

#### First Nations Engagement Plan:

Requires support from Trust Area Services Director, ITC Ecosystem Protection Specialist, Property Management Specialist, Covenant Management and Outreach Specialist and Species at Risk Program Coordinator, ITC Administrative Assistant, SIRA.

Noted staff factors that could negatively affect the project outcome or deliverables:

1. Support from Islands Trust Senior Indigenous Relations Advisor;
2. Availability of ITC Manager to manage the project. The ITC Manager position is already at full capacity, and workload will need to be adjusted to enable this work. In the event that the ITC Manager time is unexpectedly diverted to other needs or if workload cannot be adjusted, the project will need to be delayed.

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### **Administrative Services**

#### Building Footprint:

No risks to staffing identified in business case.

#### CityView Bylaw Portal:

Noted staff factors that could negatively affect the project outcome or deliverables:

1. Substantial IS and Bylaw staff resources, and Bylaw staff training needed for a successful system replacement.
2. Business case identifies a 'Business Analyst' hours requirement of 30 hours. No ID of who this person is at Islands Trust.

**Item 4** re: required staff resources (staff hours) needed to support projects and programming activities with funding in the draft 2024/25 budget is summarised in the attached table. Regular operating activities are not included in the summary.

| #                                              | Request Name                                           | Submitting Political Body | Submitting Document | Budget \$         | Est. Staff Hours (min) | Staff Time in Weeks (rounded) |
|------------------------------------------------|--------------------------------------------------------|---------------------------|---------------------|-------------------|------------------------|-------------------------------|
| <b>Strategic &amp; Programming Initiatives</b> |                                                        |                           |                     |                   |                        |                               |
| 1                                              | Corporate Planning                                     | GC                        | None                | \$ -              | 444                    | 14                            |
| 2                                              | History & Heritage Grants in Aid                       | EC                        | EC BRF              | \$ 10,000         | TBD                    | TBD                           |
| 3                                              | Communications                                         | EC                        | EC BRF              | \$ 50,000         | TBD                    | TBD                           |
| 4                                              | Reconciliation Action Plan                             | EC                        | EC BRF              | \$ 25,000         | TBD                    | TBD                           |
| 5                                              | EC-Sponsored Applications                              | EC                        | EC BRF              | \$ 15,000         | TBD                    | TBD                           |
| 6                                              | MS365                                                  | EC                        | EC BRF              | \$ 34,000         | TBD                    | TBD                           |
| 7                                              | SSI Office Relocation                                  | EC                        | Business Case       | \$ 210,000        | 120                    | 4                             |
| 8                                              | Policy Statement Amendment Project                     | EC                        | Business Case       | \$ 35,000         | 1600                   | 49                            |
| 9                                              | Cityview: Bylaw Portal                                 | EC                        | Business Case       | \$ 90,000         | 120                    | 4                             |
| 10                                             | Building Footprint Data Layer Update                   | EC                        | Business Case       | \$ 10,000         | 40                     | 1.5                           |
| 11                                             | Secretariat Services                                   | TPC                       | Business Case       | \$ 15,000         | 96                     | 3                             |
| 12                                             | Stewardship Education                                  | TPC                       | Business Case       | \$ 15,000         | 270                    | 9                             |
| 13                                             | Housing Needs Assessment: North & South Gulf Islands   | RPC                       | Business Case       | \$ 110,000        | 100                    | 3                             |
| 14                                             | Housing Strategy and Housing Options Toolkit           | RPC                       | Business Case       | \$ 30,000         | 450                    | 14                            |
| 15                                             | ITC FN Engagement Plan                                 | ITC                       | Business Case       | \$ 18,000         | 200                    | 6                             |
| <b>Total Strategic &amp; Programming</b>       |                                                        |                           |                     | <b>\$ 667,000</b> | <b>2,996</b>           | <b>93.5</b>                   |
| <b>Local Trust Committee Projects</b>          |                                                        |                           |                     |                   |                        |                               |
| 1                                              | Denman LTC - Housing Review                            | LTC - DE                  | Business Case       | \$ 15,000         | 450                    | 14                            |
| 2                                              | Gabriola LTC - OCP and LUB Comprehensive Review        | LTC - GB                  | Business Case       | \$ 77,000         | 450                    | 14                            |
| 3                                              | Mayne LTC - Housing Options                            | LTC - MA                  | Business Case       | \$ 10,000         | 450                    | 14                            |
| 4                                              | North Pender LTC - Housing Access and Affordability    | LTC - NP                  | Business Case       | \$ 15,000         | 450                    | 14                            |
| 5                                              | Hornby LTC - First Nations                             | LTC - HO                  | Business Case       | \$ 19,500         | 300                    | 19                            |
| 6                                              | Salt Spring LTC OCP and LUB Review                     | LTC - SS                  | Business Case       | \$ 96,000         | 1200                   | 37                            |
| 7                                              | Salt Spring LTC Ganges (Shiya'hwt/SYOW T) Village Area | LTC - SS                  | Business Case       | \$ 86,500         | 900                    | 28                            |
| <b>Total LTC Projects</b>                      |                                                        |                           |                     | <b>\$ 319,000</b> | <b>4200</b>            | <b>140</b>                    |
| <b>Staffing</b>                                |                                                        |                           |                     |                   |                        |                               |
| 1                                              | ITC Board: Additional Resources Needed (est. Grid27)   | ITC                       | Business Case       | \$ 110,700        |                        |                               |
| 2                                              | GIS Coordinator                                        | EC                        | Business Case       | \$ 100,200        |                        |                               |
| 3                                              | ITC Co-Op Student                                      | ITC                       | None                | \$ 23,150         |                        |                               |
| 4                                              | PS Co-Op Student                                       | RPC                       | None                | \$ 23,335         |                        |                               |
| <b>Total Staffing</b>                          |                                                        |                           |                     | <b>\$ 257,385</b> |                        |                               |

**ATTACHMENT(S):** None.

**FOLLOW-UP:** As requested.

**Prepared By:** Director, Administrative Services

**Reviewed By/Date:** CAO

# BRIEFING

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**To:** Financial Planning Committee      **For the Meeting of:** January 24, 2024  
**From:** Director, Planning Services      **Date Prepared:** January 17, 2024  
**SUBJECT:** Provincial Funding Process Protocol Agreement

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## PURPOSE:

To share correspondence from the Ministry of Municipal Affairs staff which summarizes their interpretation regarding the Provincial Funding Process Protocol Agreement between the Islands Trust and the Ministry of Municipal Affairs.

## BACKGROUND:

On October 18, 2023 the Financial Planning Committee passed the following resolution:

That Financial Planning Committee request staff to investigate pursuing the provisions of Section 2.1.1 (Community Planning Grant Program) and 4.1.1 Special Provincial Planning Grant Program) of the Protocol Agreement Between the Islands Trust and the Ministry of Municipal Affairs regarding the Provincial Funding Process with regard to Official Community Plan and land Use Bylaw reviews; Policy Statement Review; associated First Nations capacity funding; and Housing and Housing Needs Assessments; and report back to FPC.

## CARRIED

Islands Trust staff met with ministry staff on December 15<sup>th</sup>, 2023. Ministry staff followed up with written correspondence summarizing their interpretations of the Protocol Agreement (attached). Ministry staff interpret the Protocol Agreement to be expired and no longer valid. However, opportunities to apply for grants to support Policy Statement work and subsequent OCP and LUB amendments are still feasible as per [the Local Government Grants Act](#) and the associated [regulations](#). The Islands Trust has recently received grants for First Nations capacity funding (\$150,000 over 5 years) and Housing Needs Reports funding (\$127,336).

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**Prepared By:** Stefan Cermak, Director, Planning Services  
**Reviewed By:** CAO, Russ Hotsenpiller

## Attachments

1. CORR\_2024-01-11\_MMA\_Re-Agreement
2. Provincial Funding Process Protocol Agreement between the Islands Trust and the Ministry of Municipal Affairs



January 11, 2024

Stefan Cermak  
Director, Planning Services  
Islands Trust

Sent via email: [scermak@islandstrust.bc.ca](mailto:scermak@islandstrust.bc.ca)

Dear Stefan:

Thank you for the meeting on December 15, 2023, in which we discussed the Protocol Agreement between the Islands Trust and the Ministry of Municipal Affairs regarding the Provincial Funding Process (Agreement). A copy can be found [here](#).

As was pointed out the Agreement was not dated nor signed off. The Agreement specifies that the "...Ministry support extends over a five year period 1992/93 to 1997/98 inclusive...". Based on this the Ministry views this Agreement as no longer valid and was for the specific timeline mentioned.

The funding process for the Islands Trust has changed since this time. Further information can be found in the *Local Government Grants Act* – Local Government Grants Regulations (Section 10 (3)) which states:

"The trust council under the [Islands Trust Act](#) may apply for  
(a) grants referred to in section 9 (c) and (e) of this regulation in relation to activities referred to in sections 3, 15 and 44 of the [Islands Trust Act](#), and  
(b) grants referred to in section 9 (b) to (e) of this regulation in relation to activities of a local trust committee, or the executive committee acting as a local trust committee, under that Act, and for these purposes is a related organization under the [Local Government Grants Act](#)."

Given the funding and legislation changes since the time of the Agreement, the Agreement is no longer valid. Grants can be applied for and are being received by the Islands Trust, as indicated in the Islands Trust budget ending March 31, 2024, which indicates there is \$569,795 entered as Provincial and Federal grants.

I hope this provides some clarity on the previous Agreement and that it no longer is applicable.

Should you have any questions please contact me.

Sincerely,

Kris Nichols  
Manager, Planning Advice and Approvals

**PROTOCOL AGREEMENT**  
**Between**  
**the ISLANDS TRUST (the Trust) and**  
**the MINISTRY OF MUNICIPAL AFFAIRS**  
**(the Ministry) regarding the**  
**PROVINCIAL FUNDING PROCESS**

**WHEREAS** the mutual interests of the Islands Trust and the Ministry of Municipal Affairs involve an annual process for the Ministry's receipt, review and approval of provincial funding requests from the Islands Trust.

**THEREFORE**, the parties agree to enter into an agreement regarding:

**procedures** for submitting applications for basic, community planning and special planning grants; and

**roles and responsibilities** within the annual provincial funding request process.

**1.0 PROVINCIAL BASIC GRANT**

**1.1 Definition**

The Provincial Basic Grant is provided by the Province on an annual basis to support the provincially legislated object of the Islands Trust. It is designed to support the general operations of the Trust including: Trust Council, the Executive Committee and Trust Fund Board; the development and implementation of the Trust Policy Statement; and the coordination of activities through protocol agreements with other government agencies.

**1.2 Application**

- 1.2.1 The Islands Trust accepts that the amount of the annual grant is determined by Treasury Board as part of the overall process of establishing the Ministry's budget and as a consequence, the ministry may not know the actual amount of the grant until late in the fiscal year preceding the year in which it is awarded.
- 1.2.2 The ministry agrees to discuss the question of grant funding in the second quarter of the preceding fiscal year or not later than September 30 in each year. This will provide the Trust with an appreciation of the province's current fiscal situation, entering into the discussion of the budget for the next fiscal year, and give the ministry an indication of Trust expectations.

## **1.3 Notification of Approval**

- 1.3.1 The Ministry understands and accepts the need for the Trust to have as early notice as possible of the grant amount in order that Islands Trust budget may be finalized.
- 1.3.2 The Trust understands and accepts that, due to the Treasury Board budget development process, the ministry is constrained in its ability to make a communication of the amount of the grant.
- 1.3.3 Nonetheless, the Ministry agrees to provide as early notice as possible of the level of grant funding and this formal notice will not be later than February 28 in each year.
- 1.3.4 The Trust will submit its annual audited financial statement to the Minister in accordance with section 16 of the *Islands Trust Act* before September 30 in the subsequent fiscal year.
- 1.3.5 The Trust will submit an annual report to the Minister in accordance with section 17 of the *Islands Trust Act*, highlighting activities undertaken that relate to the Provincial Basic Grant before September 30 in the subsequent year.

## **2.0 COMMUNITY PLANNING GRANTS**

### **2.1 Definition**

The Ministry recognizes that the planning and regulatory framework in place within the Trust Area is in need of updating. As a consequence, the ministry agrees to provide assistance to the Islands Trust to review and up-date the Official Community Plans and associated regulatory bylaws for each of the local trust committees.

Ministry support extends over a five year period from fiscal year 1992/93 to 1997/98 inclusive and will be to a maximum of \$130,000 for the entire Trust Area in each year but is subject to the *Local Government Grants Act*, the regulations, program guidelines, the availability of funds and the approval of specific project applications.

- 2.1.1 The Ministry believes that it is important that mutual expectations with respect to the Community Planning Grant Program be well understood and agrees that the Trust and ministry staff should meet at least once a year, before submission of applications, to discuss current program guidelines, anticipated levels of funding and Trust expectations.

## **2.2 Application/Consultation**

- 2.2.1 The Trust may submit applications for Community Planning Grants each year in accordance with the *Local Government Grants Act*, the Regulations and Ministry program guidelines.
- 2.2.2 The Ministry will review those applications in accordance with the *Local Government Grants Act*, the Regulations and Ministry program guidelines.

## **2.3 Notification of Approval**

- 2.3.1 The Ministry may approve applications which meet the program guidelines in the context of funding available in that fiscal year.
- 2.3.2 The Trust will provide accountability reports for Community Planning Grants in accordance with the program guidelines or as required by the grant approval letter.
- 2.3.3 The Ministry will not provide payment for work underway or commenced prior to the approval of a grant.

## **4.0 SPECIAL PROVINCIAL PLANNING GRANTS**

### **4.1 Definition**

Special Provincial Planning Grants support specific projects, on a one time only basis, where the grant contributes to the achievement of the provincial interest or where the project has benefits which extend beyond the context of the Trust.

- 4.1.1 The Trust may meet at anytime with the Ministry and propose projects for funding under the Special Provincial Planning Grant Program, recognizing that approval of grants is subject to the *Local Government Grants Act*, the Regulations and program guidelines.

### **4.2 Application/Consultation**

- 4.2.1 The Trust may make application at any time in the year for a grant under the Special Provincial Planning Grant Program and will be given consideration if it is consistent with the Act, the Regulations and program guidelines.

#### **4.3 Notification of Approval**

- 4.3.1 The Ministry recognizes the Trust's need for a timely decision on grant applications and will endeavour to provide the Trust with a target date for grant approval decisions.
- 4.3.2 The Trust will provide accountability reports for Special Provincial Planning Grants in accordance with the program guidelines provided with the notification of approval.
- 4.3.3 The Ministry will not provide payment for work underway or commenced prior to the approval of a grant.

#### **5.0 ANNUAL WORK PLAN**

- 5.1 Both parties agree that the Executive Director of the Islands Trust and the Executive Director, Planning and Corporate Relations of the Ministry of Municipal Affairs will liaise on the preparation of an annual work program for the annual provincial funding request process.

#### **6.0 OTHER**

- 6.1 Both parties acknowledge that this agreement is limited to providing process certainty as to how provincial funding matters will be dealt with and does not include commitments regarding the actual funds provided by the Province on an annual basis. Actual funds will be dependent on the availability of funds voted by the Legislature.
- 6.2 Both parties acknowledge that funding confirmations will be in the form of a written notification of approval and that discussions which convey intent are not to be construed as an approval.
- 6.3 Both parties acknowledge that the decision outcomes of the annual provincial funding request process may be dependent on the decisions of Treasury Board.
- 6.4 Both parties agree that best efforts will be used to arrange for the Minister to meet with the Islands Trust Executive Committee to receive the Trust's annual funding request package and to deal with Trust concerns regarding the annual funding request process.