



# Financial Planning Committee Agenda

Date: Wednesday, October 23, 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
  - 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 **Draft FPC minutes of August 28, 2024** 4 - 10

For review and approval.
  - 6.2 **Resolutions Without Meeting**
    - 6.2.1 **FPC RWM 2024-02 - Reschedule FPC meeting of October 16, 2024 to October 23, 2024** 11 - 11

For information only.
  - 6.3 **Follow up Action List** 12 - 12

For review
7. **BUSINESS - WORK PROGRAM ITEMS**

<b>7.1</b>	<b>Budget Overview - Briefing</b>	13 - 25
<b>7.2</b>	<b>Budget Funding Requests</b>	
<b>7.2.1</b>	<b>Strategic &amp; Programming Initiatives</b>	
<b>7.2.1.1</b>	<b>EC: Programming Funding - Briefing</b>	26 - 30
<b>7.2.1.2</b>	<b>EC: Policy Statement Amendment Project - Business Case</b>	31 - 40
<b>7.2.1.3</b>	<b>TPC: Stewardship Education Program - Business Case</b>	41 - 44
<b>7.2.1.4</b>	<b>TPC: Secretariat Services - Business Case</b>	45 - 48
<b>7.2.2</b>	<b>Operational Initiatives &amp; Staffing</b>	
	None received to date.	
<b>7.2.3</b>	<b>Local Trust Committee Projects</b>	
<b>7.2.3.1</b>	<b>LTC Projects List</b>	49 - 49
<b>7.2.3.2</b>	<b>Planning Services – Projects Feasibility Assessment - Briefing</b>	50 - 52
<b>7.2.3.3</b>	<b>Denman - Housing Review (for OCP and LUB Amendments) - Final Phase</b>	53 - 56
<b>7.2.3.4</b>	<b>Gambier - OCP and LUB Amendments Implementation - Final Phase</b>	57 - 60
<b>7.2.3.5</b>	<b>Gabriola - OCP and LUB Review - Phase 3</b>	61 - 65
<b>7.2.3.6</b>	<b>Lasqueti - OCP and LUB Review - Phase 1</b>	66 - 72
<b>7.2.3.7</b>	<b>Mayne - Housing Options Project - Year 2</b>	73 - 75
<b>7.2.3.8</b>	<b>North Pender - Housing Access and Affordability Project</b>	76 - 78
<b>7.2.3.9</b>	<b>Salt Spring - Major amendment to OCP and LUB</b>	79 - 86
<b>7.2.3.10</b>	<b>Salt Spring - Watershed Protection Plan 2022-2032 Coordination</b>	87 - 91
<b>7.2.3.11</b>	<b>Salt Spring - Groundwater Sustainability (Well-Monitoring)</b>	92 - 94
<b>7.2.4</b>	<b>Islands Trust Conservancy Board: Budget Request - Briefing</b>	95 - 96
<b>8.</b>	<b>BUSINESS - OTHER</b>	
<b>8.1</b>	<b>Appointments to the Audit Committee - Request For Decision</b>	97 - 98
	That Financial Planning Committee appoint Trustee Gedye and Trustee Allen to the Audit Committee for the remainder of the 2022 to 2026 term.	
<b>8.2</b>	<b>Proposed FPC Meeting Dates for 2025/2026 - Request For Decision</b>	99 - 101
	1. That Financial Planning Committee adopt the proposed meeting dates of [dates] for the three months remaining in the 2024/25 fiscal year and the 2025/26 fiscal year.	
	2. That Financial Planning Committee direct staff to schedule all adopted FPC meeting dates as electronic meetings.	
<b>8.3</b>	<b>2025/26 Islands Trust Property Tax Notice Insert - Briefing</b>	102 - 105
<b>9.</b>	<b>BUSINESS - NEW</b>	

**10. NEXT MEETING**

Wednesday, November 13, 2024, from 10:00 a.m. to 3:00 p.m.

**11. CLOSED MEETING**

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. RISE AND REPORT**

If desired.

**13. ADJOURNMENT**

\*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:** August 28, 2024  
**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  
Peter Luckham, Executive Committee Representative  
David Maude, Executive Committee Representative  
Tim Peterson, Executive Committee Representative

**Member Regrets:** Laura Patrick, Regional Planning Committee Representative  
Susan Yates, Islands Trust Conservancy Board Representative

**Member Absent:** Jamie Harris, Governance Committee Representative

**Staff Present:** Julia Mobbs, Interim Chief Administrative Officer (ICAO)  
David Marlor, Director, Legislative and Information Services  
Stefan Cermak, Director, Planning Services  
Clare Frater, Director, Trust Programs Services  
Nancy Roggers, Finance Officer  
Robert Barlow, Legislative Services Clerk/Recorder

**Others Present:** No member of the public was present

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

Chair Bernardo called the meeting to order at 10:00 a.m. and acknowledged the privilege to work and live in lands and waters that have been the traditional home of indigenous peoples since time immemorial.

### **2. AGENDA**

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

No changes to the agenda were requested.

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

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

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

No member of the public was present.

**4. DELEGATIONS**

None.

**5. CORRESPONDENCE**

None.

**6. ADMINISTRATIVE COORDINATION**

**6.1 Draft Minutes of Previous Meetings**

6.1.1 Financial Planning Committee Regular Meeting draft minutes of May 29, 2024

**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.

**7. BUSINESS - WORK PROGRAM ITEMS**

**7.1 Statement of Financial Information (SOFI) - Request For Decision**

Interim Chief Administrative Officer (ICAO) Mobbs introduced the Request For Decision.

**FPC-2024-022**

**It was MOVED and SECONDED,**

that Financial Planning Committee forward the 2023/24 Statement of Financial Information to Trust Council for approval.

**CARRIED**

**7.2 June 30, 2024 Financial Report - Request For Decision**

ICAO Mobbs introduced the Request For Decision. Committee discussion included:

- litigation defense costs are challenging to budget for as they are unpredictable for the most part
- the majority of litigation is triggered by a resident disputing a Local Trust Committee decision
- the reporting reflects invoices that have been processed

**DRAFT**

- current legislation continues not to allow a Special Tax Requisition to be limited to only parts of a Local Trust Area and the Province is reluctant to set a precedent by allowing Local Trust Committees that ability.

**By general consent** Financial Planning Committee forwarded the June 30, 2024 Financial Report to Trust Council for approval.

**7.3 2025/26 Draft Budget Assumptions, Principles, Guidelines - Briefing**

ICAO Mobbs reviewed the Briefing. Committee discussion included:

- guidelines are a new idea for Islands Trust; some of the Budget Assumptions and Principles does constitute “guidance”
- the proportion of discretionary expenses is less than 10% of the total expenses
- potential guidelines include:
  - set percentage increase cap in discretionary spending
  - freeze staff positions (no new positions)
  - review contractors
- the portion of property tax for property owners in the Trust Area that goes to Islands Trust is about 15%
- last year’s budget increase resulted in approximately \$23 increase in property tax for Trust Area property owners
- cost of living increases and inflation means that a zero percent increase cap effectively means a decrease in services
- ideally guidelines would be those that are of value for every year’s budget rather than meant only for one year’s budget
- guidelines would be reviewed on an annual basis

**FPC-2024-023**

**It was MOVED and SECONDED,**

that Financial Planning Committee recommend to Trust Council that it establish a 2025/26 budget guideline directing staff to prepare options for reducing the discretionary budget line items by 1% and 2% of the proposed tax increase or higher.

**CARRIED**

Committee discussion continued:

- need for a long-term staffing plan that would be connected to the Strategic Plan
- staff vacancies impact operations

The Committee recessed at 12:01 p.m. and resumed at 12:30 p.m.

Committee discussion continued:

- a potential guideline such as “Funding for salary and benefits costs arising from job description changes must be provided within existing budgets” would mean reductions in other budget areas

**FPC-2024-024**

**It was MOVED and SECONDED,**

that Financial Planning Committee recommend to Trust Council that the following budget guideline be adopted:

- Funding for salary and benefits costs arising from job descriptions changes must be provided within existing budgets.

**CARRIED**

Committee discussion continued:

- value of on-island offices

**FPC-2024-025**

**It was MOVED and SECONDED,**

that Financial Planning Committee request that Trust Council consider any resourcing needs for strategic initiatives from the 2024-2028 Strategic Plan.

**CARRIED**

**FPC-2024-026**

**It was MOVED and SECONDED,**

that Financial Planning Committee request Trust Council consider resourcing needs to update and implement the Reconciliation Action Plan.

**CARRIED**

**FPC-2024-027**

**It was MOVED and SECONDED,**

that Financial Planning Committee request Trust Council to consider the resources needed to implement the Communications Strategy in the 2025/26 draft budget.

**CARRIED**

**FPC-2024-028**

**It was MOVED and SECONDED,**

that Financial Planning Committee recommend to Trust Council that resource requests for additional operating budgets (including one-time projects) and new tax-funded personnel will only be considered where critical capacity issues can be clearly demonstrated or where upfront investment will result in longer-term savings as outlined in a business case.

**CARRIED**

**7.4 2025/26 Budget Public Engagement Process - Request For Decision**

Director Frater spoke to the Request For Decision. Committee discussion included:

- possibility of amending Trust Council Policy 6.3.1 (Budget Process)
- the value, purpose and timing of the budget survey
- possibility of amending the survey to minimize the length, convey information using graphics only (rather than text and graphics), and include “what are we doing well?”

**DRAFT**

- the survey tool could be used to provide budget information to the public rather than a survey about specific budget aspects
- the difference between engagement and communication

Trustee Peterson left the meeting at 2:07 p.m. and returned at 2:14 p.m.

**FPC-2024-029**

**It was MOVED and SECONDED,**

that Financial Planning Committee request staff to amend the current survey as per the discussion at the Financial Planning Committee meeting of August 28, 2024.

**CARRIED**

Committee discussion continued:

- possibility of amending the current charter to involve obtaining earlier approval of the draft materials after Trust Council meets in December, launching the survey earlier, and publishing the results of the survey earlier
- possibility of discussing at a future meeting what an early phase consultation for next year would look like

**FPC-2024-030**

**It was MOVED and SECONDED,**

that Financial Planning Committee approve the 2025/26 Budget Public Engagement project charter dated August 28, 2024 as amended.

**DEFEATED**

**7.5 Trust Council Policy 6.3.2 Special Property Tax Requisition - Request For Decision for Trust Council**

ICAO Mobbs introduced the topic, provided to FPC for information, and noted a minor amendment that will be made to the Request For Decision prior to sending it to Trust Council.

**7.6 Financial Planning Committee Working Group - Verbal Report**

ICAO Mobbs and Trustee Evans provided a verbal report in regards to corporate planning.

**8. BUSINESS - OTHER**

**8.1 Reducing Financial Costs of Local Trust Committee Meetings - Briefing**

ICAO Mobbs spoke to the briefing. Committee discussion included the value and cost of in-person meetings.

**9. BUSINESS - NEW**

**9.1 Property Tax Notice**

**FPC-2024-031**

**It was MOVED and SECONDED,**

that Financial Planning Committee request staff to bring the property tax notice to the October 16 meeting for discussion.

**CARRIED**

The Committee then returned to agenda item 7.4:

**7. BUSINESS - WORK PROGRAM ITEMS**

**7.4 2025/26 Budget Public Engagement Process - Request For Decision**

**FPC-2024-032**

**It was MOVED and SECONDED,**

that Financial Planning Committee request staff to bring a briefing to a future Financial Planning Committee meeting to consider options for future early budget public engagement.

**CARRIED**

**10. WORK PROGRAM**

**Work Program Update – Request For Decision**

It was noted that the Executive Committee is considering changing the format of Committee Work Programs presented at Trust Council meetings.

**FPC-2024-033**

**It was MOVED and SECONDED,**

that Financial Planning Committee remove item #2 from the Proposed Work Program.

**CARRIED**

**By general consent** the Committee forwarded the Work Program report as amended to Trust Council for approval.

**11. NEXT MEETING**

Wednesday, October 16, 2024, from 10:00 a.m. to 3:00 p.m.

**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 2:56 p.m.

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

Certified Correct:

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

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

**DRAFT**

FINANCIAL PLANNING COMMITTEE  
**RESOLUTION WITHOUT MEETING**

RESOLUTION WITHOUT MEETING NO. RWM-2024-02

The following matter is considered urgent and necessary in order to reschedule the Financial Planning Committee meeting of Wednesday, October 16, 2024 to Wednesday, October 23, 2024 due to the vacancy of the Director of Administrative Services position, workloads, and a period of illness of the Interim Chief Administrative Officer.

**It was Moved by Trustee Patrick and Seconded by Trustee Elliott:**

That Financial Planning Committee reschedule the Financial Planning Committee meeting of Wednesday, October 16, 2024 to Wednesday, October 23, 2024.

<u>TRUSTEES CONTACTED</u>	<u>DATE VOTE RECEIVED</u>	<u>VOTE</u>
Joe Bernardo	October 10, 2024	In Favour
Mairead Boland	October 10, 2024	In Favour
Tobi Elliott	October 10, 2024	In Favour
Judith Gedye	October 10, 2024	In Favour
David Graham	October 11, 2024	In Favour
David Maude	October 11, 2024	In Favour
Laura Patrick	October 10, 2024	In Favour
Tim Peterson	October 10, 2024	In Favour
Susan Yates	October 10, 2024	In Favour

TRUSTEES VOTE NOT AVAILABLE

Kristina Evans  
Peter Luckham

**FINAL VOTE COUNT**

9 IN FAVOUR  
0 OPPOSED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON October 11, 2024.

\_\_\_\_\_  
CHAIR'S SIGNATURE

\_\_\_\_\_  
RECORDER'S SIGNATURE

## Follow Up Action Report

### Financial Planning Committee

12-Oct-2022

Progress	Activity	Responsibility	Dates	Status
0%	1 <b>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: 19-Mar-2025	In Progress
100%	2 <b>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:'.	David Marlor Julia Mobbs	Target: 28-Aug-2024	Completed
100%	3 <b>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.	David Marlor Julia Mobbs	Target: 28-Aug-2024	Completed

08-Nov-2023

Progress	Activity	Responsibility	Dates	Status
100%	1 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: 28-Aug-2024	Completed



# BRIEFING

**To:** Financial Planning Committee      **For the Meeting of:** October 23, 2024  
**From:** Administrative Services – Finance      **Date Prepared:** October 15, 2024  
**SUBJECT:** Draft 2025/26 Budget Overview

**PURPOSE:**

To provide Financial Planning Committee (FPC) with the draft 2025/26 budget for their review, comment and direction.

**BACKGROUND:**

The Budget Assumptions, Principles, and Guidelines for the 2025/26 budget cycle were reviewed by Financial Planning Committee at their August 2024 meeting, and by Trust Council at their September 2024 meeting. The document has been used as a guide in putting together the draft 2025/26 budget as much as possible.

To date, the following activities have taken place to support the current draft of the 2025/26 budget:

BODY	ACTIVITY
Executive Committee (EC)	EC reviewed their budget needs in September 2024 and has submitted requests for operational and programming functions. Business cases for projects (Policy Statement Amendment Project) has not yet been reviewed by EC, but is included in FPC’s agenda for consideration. EC will review this business case at their next meeting. The proposed amount for continued work on the Policy Statement Amendment Project has been included in this draft budget as this is a project approved in Trust Council’s strategic plan.
Governance Committee (GC)	GC has not yet submitted requests for funding in next fiscal year. They will review draft business cases for three proposed initiatives at their next meeting and advance funding requests to FPC as needed for their November meeting. No amounts for these initiatives have been included in the draft budget.
Regional Planning Committee (RPC)	RPC has reviewed the business case submissions of LTCs, all of which are included in the budget and this agenda for FPC’s review. No other business cases for funding requests have been reviewed or submitted by RPC at this juncture. RPC will review funding requests at their next

	meeting, for Strategic Plan work included the Freshwater Sustainability and Housing Strategies. A placeholder amount is included in the draft budget for these initiatives.
Trust Programs Committee (TPC)	TPC has reviewed all their funding requests for the next fiscal year. Amounts are included in the draft budget and business cases are included in the agenda package.
Local Trust Committees (LTCs)	LTCs have submitted business cases for their funding requests valued at over \$5,000. Smaller projects will continue to be funding from a pool of funds designated from the LTC reserve fund, as is historical practice.
Operational Business Units	All business units in Islands Trust have provided their departmental budget requests and submitted business cases for new operating initiatives requiring new funding greater than \$5,000. Staff have prepared estimates of Trust-wide expenses with the input of management.

The above information has been collated into the draft 2025/26 budget that is presented in this agenda.

**SUMMARY OF DRAFT BUDGET RESULTS**

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The draft 2025/26 budget contains the following:

- Total proposed planned spending of \$10.8M:
  - Operating budget \$ 10M (excluding amortization expense)
  - Projects budget \$ 572,000
  - Capital budget \$ 162,000
- A proposed 6% general tax increase to local trust areas (exclusive of NMC)
- An estimated 34.4% general tax levy increase to Bowen Island Municipality (exclusive of NMC)
- A proposed draw from the General Revenue Surplus Fund of \$65,000.
- A proposed draw from the LTC Project Reserve Fund of \$130,000.

**SUMMARY COMPARISON TO PREVIOUS FISCAL YEARS**

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*Comparison to the most recently completed fiscal year actual spending (2023/24)* – A comparison to the most recently completed fiscal year actual spending can be helpful to determine real trends in spending levels, which can inform budget development for the immediately subsequent fiscal year.

*Comparison to the most recently approved fiscal year budget (2024/25)* – A comparison to the most recently completed fiscal year budget can also be helpful to inform real spending trends, only in instances where actual financial performance tracks with the budget for that same year. At the end of quarter one, Islands Trust spending was 2% (\$214,000) below budget.

The draft **operating budget** has increased by \$448,000 (5%) over the current year approved budget and 17% (\$1.4M) over fiscal 2023/24 actual spending. The largest factors contributing to this increase are as follows:

<b>Expense</b>	<b>Increase (decrease) over 2023-24 Actual spending</b>	<b>Increase (decrease) over 2024-25 Approved Budget</b>
Applications sponsored by EC	9,000	10,000
History and Heritage Funding Grants	6,000	6,000
Audit	(4,000)	3,000
Moneris Fees	6,000	6,000
Contacted Temporary Staffing	(5,000)	5,000
Professional Consultant Fees	19,000	19,000
ITC Conservation Planning & Land Securement	24,000	10,000
ITC Ecosystem Mapping	6,000	9,000
Legal – general	15,000	9,000
Meeting Expense	11,000	10,000
FOI & Records Management	6,000	5,000
Office – outside services	12,000	13,000
Insurance	7,000	20,000
Safety	13,000	10,000
Salaries and Benefits	1.1M	370,000
Stationary & Supplies	2,000	4,000
Subscriptions	0	4,000
Tech Supplies	600	4,000
Mobile Devices	573	6,000
Training and related Travel	38,000	15,000
Travel	8,000	6,000
Trustee Remuneration	39,000	18,000

The draft **projects budget** has decreased by \$467,000 (438%) over the current year approved budget due primarily due to large projects funded in 2024/25 that will be completed before the year's end including Housing Needs Assessments, LG Development Approval Program, and Expense Claim Upgrades. Project budget comparatives year-over-year are potentially less helpful for future year decision making as projects vary from year to year based on Trust Council priorities and could have very different costs depending on the nature of work being completed.

The draft **capital budget** has decreased by \$185,000 (53%) over the current year approved budget primarily due to the prior year including amounts for the SSI office relocation and renovation.

### **Planned Revenues:**

External sources of revenue include application fees, grant funding, property taxes, levies, and investment income.

Internal sources of revenue, when used to balance the budget, comes from funds held in the Islands Trust surplus funds and reserve funds.

### Local Trust Area (LTA) Taxes:

Local Trust Area taxes total \$9.1M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 6.5% (\$552,000). This amount is comprised of:

- A proposed average tax increase of 6.0% (\$513,000) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 0.5% (\$39,000) average tax increase across Local Trust Areas (LTAs) to account for the Non-Market Change (NMC) factor, which is an increase to the tax base for new construction, developments, changes in land-use. This figure is based on NMC factor from the previously approved budget, and will be updated for more current amounts in future iterations of the budget.

### Bowen Island Municipality (BIM) Taxes:

The BIM tax requisition calculates at approximately \$530,000 in the draft budget. This is a total increase over last year's budget of 35.5% (\$139,000). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 34.4% (\$135,000) from the existing tax base; plus
- An estimated 1.1% (\$4,000) generated from new tax base associated with NMC factors. This figure is based on NMC factor from the previously approved budget, and will be updated for more current amounts in future iterations of the budget.

The calculation of this amount requires review by senior staff to ensure accuracy, and it is expected this value will be reduced in future iterations of the budget. Forthcoming business cases from RPC will likely result in downward adjustments to the administrative allocation that forms part of this calculation, which may further reduce this amount, along with NMC value updates.

### 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 \$561,000, broken down as follows:

- The annual unrestricted provincial grant has been budgeted at historical levels of \$180,000 (2023/24- \$180,000). Executive Committee and Trust Council are tasked with strategizing an approach to request more funding from the province, however as this project has not moved forward, no new information is available to support amending the value of this revenue stream.
- A restricted multi-year federal grant has been awarded to ITC for work related to Species at Risk in the Trust Area. This grant was originally signed in October 2020, and extended in May 2026. Of the total funding awarded, \$220,000 relates to work to be performed in fiscal 2025/26. This amount is

recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending.

- A restricted federal grant of \$200,000 was received from Environment and Climate Change Canada in fiscal 2024-25. Of this amount, \$135,000,000 is expected to be spent in 2025-26 and as such, has been recognised as grant revenue in the draft 2025-26 budget. As per approval by Trust Council these funds are being used to bring a temporary biologist on staff.
- A restricted provincial grant of \$150,000 was received from the Ministry of Municipal Affairs for First Nations engagement funding in fiscal 2023-24. Of this amount, \$26,000 is expected to be spent in fiscal 2025-26.
- A line for contingent grant income is included in the budget with a nominal \$1. This line serves as a placeholder to ensure unanticipated grants awarded in the year can be captured as required.

Other Revenue Sources:

- Fees from applications is set at \$198,000 (2024/25 - \$276,000) based on an estimate of fees to be recognized in the year in line with work completed in the fiscal year on applications. This amount is reduced from historical values as a result of the new accounting standard for fees, which only allow the recognition of fees revenue as work is completed on applications, rather than when fees are received.
- Interest income is budgeted at \$239,000 (2024/25- \$260,000) based on estimated investment returns on the investment of 2025/26 property tax funds, and assumes interest rates will be reduced over the next year.

Surplus Funding:

The proposed budget shortfall of \$195,000 is proposed to be funded with draws from surplus and reserve funds:

- A draw from the general revenue surplus fund (GRSF) of \$65,000 is included in the draft budget, all of which is allocated to strategic plan projects.
- A draw from the LTC project specific reserve fund (LTCPSRF) of \$130,000 is included in the draft budget to offset total LTC project costs. This reflects unspent amounts from the current fiscal year related to LTC work.

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

**Planned Expenditures:**

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at \$7M budget (2024/25- \$6.6M), representing 65% of the overall draft budget. Staffing levels, by department, expressed as Full-Time Equivalents (FTE), are broken down as follows:

Department	Functions	Base		Total		% of Salaries Cost
		FTE	New FTE	FTE	Budget (\$)	
Executive Office	Office of CAO	3.0		3.0	\$ 454,463	6%
Legislative and IS Services	Legislation, Policy, Risk & Records Management, Info Services	7.0		7.0	782,314	11%
Administrative Services	Finance & Accounting, Procurement Coordination, Human Resource	5.1		5.1	667,843	10%
Trust Area Services	Communications, Government Relations, Grants	5.4		5.4	627,320	9%
Islands Trust Conservancy	Land Management and Acquisition	8.8		8.8	903,033	13%
Planning & Bylaw Services	Land Use Planning, Bylaw Enforcement	34.3		34.3	3,570,801	51%
<b>Total</b>		<b>63.6</b>	<b>-</b>	<b>63.6</b>	<b>\$ 7,005,773</b>	<b>100%</b>

*Note: Islands Trust Conservancy and Planning Services include a 0.3 FTE each.*

Factors influencing this expenditure line item include:

- Changes to staffing levels and complements from the previous budget:
  - An increase to the salary and benefits cost for the new Chief Administrative Officer (\$40,000)
  - An additional five months of salary and benefits for the Islands Trust Conservancy Team Lead (\$50,000). As this position was new in 2024/25 which required time to hire, only seven months was funded in the previous year.
  - An additional six months of salary and benefits for the Registered Professional Biologist (\$46,000). As this position was new in 2024/25 which required time to hire, only six months was funded in the previous year.
  - An additional four months of salary and benefits for the GIS Coordinator (\$32,000). As this position was new in 2024/25 which required time to hire, only eight months was funded in the previous year.
  
- Staff salaries and benefits have been adjusted from previous years for the following factors:
  - An estimated 3.0% wage increase for all BCGEU staff members, effective April 1, 2025. The actual increase for next fiscal is unknown at this juncture as collective agreement negotiations between the province and the BCGE Union have not yet concluded. The 3% estimate used in this draft is based on the prior year wage increase, and closely approximates recent Victoria CPI values. The budget will be updated once a new collective agreement has been ratified.
  - An adjustment for 26 BCGEU staff who will move up 'steps' in their range in the fiscal year (3.0% per step per person).
  - An effective up-to 2.25% wage increase (i.e.: a 3.0% increase four months into the fiscal year) for excluded staff members to anticipate potential increases from PSA received in the fiscal year.
  - An overtime budget of \$39,000 is included in the draft budget, which reflects only time worked that is paid out to staff. Time that is banked and taken as additional time off in the year does not add to salaries cost and as such does not require a budget. This assessment will be evaluated in future iterations of the budget and may see a reduction.
  - Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at \$1.4M (2024/25- \$1.3M). This payment to PSA is made to pay for items such as: employer portions of CCP, EI, EHT, and pension contributions for staff; extended benefit plan premiums for staff; and other fringe benefits for staff. The actual rate for next fiscal year will be received by PSA later in the budget cycle and will updated in the budget draft when received.
  - An allowance of \$180,000 for staff turnover has been made in the 2025/26 draft budget acknowledging that vacancies contribute to salaries underspending each year. This amount represents 2.5% of the overall salaries budget which is in line with historical average salaries underspending against budget.

**Trustee remuneration and benefits** remains quantified by Trust Council [Policy 7.2.1 Trustee Remuneration](#) amounts to \$728,000 in the 2025/26 draft budget (2024/25- \$710,000). Factors influencing this figure include the following:

- An anticipated 2.7% 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 to reflect final Statistics Canada inflation rates at the end of the calendar year, in line with policy.

- No change to population figures which are updated every five years in line with census reports issued by Statistics Canada.
- Amounts for the number of folios by LTA as provided by BC Assessment remain consistent with prior years, and will be updated in future iterations of the budget when updated information becomes available.
- Inclusion of employer CPP contributions at the rate of 5.95% at January 1, 2026.
- Extended benefit premiums have been increased to reflect the cost of enrolling trustees in the UBCM enhanced benefit plan, and account for the rate increase received effective October 1, 2024.
- Employer Health Tax (EHT) remains at 1.95% of base salary.
- Inclusion of committee meeting remuneration for Council Committee members at a rate of \$150/meeting for Committee Chairs and \$100/meeting for Committee members. Six meetings for each of RPC, TPC, FPC and the Governance Committee have been budgeted for, reflecting historical meeting frequencies.

**Trust Council meeting** expenses have been budgeted under the assumption that all four meetings of Trust Council will be held in-person. This approach will be adjusted if Trust Council resolves to take an alternate approach. Current planned spending for Trust Council meetings in the draft budget is \$135,000 (2024/25 – \$126,000), which represents \$33,700 per in-person meeting based on the average cost of the March 2024 and June 2024 Trust Council meetings. Last year, staff indicated that the cost for Trust Council meetings was increasing and future budgets would have to reflect this.

**Executive Committee meeting** expenses are budgeted at \$6,200 (2024/25- \$5,400) which reflects a plan to continue with the current complement of electronic and in-person meetings.

**Council Committees meeting** expenses are budgeted at a total of \$nil (2024/25 - \$6,500) with the assumption that committees will meet electronically. In prior years Regional Planning Committee and Trust Programs Committee met in person once annually however no plans for this has come to the budget cycle at this juncture. The Governance Committee, Financial Planning Committee and Accessibility Committee will meet fully electronically.

**LTC-direct** expenses amount to \$90,000 (2024/25- \$94,000), which reflects amounts lower than previous budget year. Staff believe this figure needs revision, and is likely to result in a higher figure in the next budget iteration due to understated budget for EC travel to LTC meetings. This year, staff hope to involve LTCs directly in their budget setting and aim to provide draft figures to each LTC for their consideration and input later in the budget cycle. These costs include travel costs for LTC chairs and trustees, venue rental costs, LTC communications, APC meeting costs, and costs of taking meeting minutes.

**LTC project** expenses are budgeted at \$365,500 (2023/24- \$566,500) for LTC projects which includes an allowance for upcoming, currently unknown LTC projects (\$36,500). A breakdown of LTC project funding requests is as follows:

**Specific Projects >\$5000:**

DE: Denman Island Housing Review - Phase 2	\$ 12,000
GM:Gambier OCP/LUB Amendments Implementation	\$ 10,000
GB:Gabriola OCP/LUB - Phase 3	\$ 30,000
LA: OCP and LUB Review - Phase 1	\$ 15,500
MA: Housing Options - Year 2	\$ 8,000
NP:Housing Access and Affordability - Year 2	\$ 8,000
SS:OCP/LUB - Year 2	\$ 174,000
	<b>\$ 257,500</b>

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 \$903,000), amount to \$715,000 in the 2025/26 draft budget (2024/25- \$655,000). The increase in budget is primarily due to the following:

- \$10,000 increase to conservation planning and land securement
- \$9,000 increase to ecosystem mapping
- \$8,000 increase to legal costs
- \$19,000 increase for professional services consisting of \$8,000 for contracted First Nations liaison/advisor and \$5,000 for contracted program evaluation
- \$9,000 increase that consists of a \$3,000 increase to each of board training and conferences, safety for GPS locator monitoring and \$3,000 property management
- \$20,000 decrease due to the removal of the First Nations Engagement project

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

**Office leases and associated costs** amount to \$518,000 (2024/25- \$515,000,000). 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 staff who use it, and will provide updates in future budget versions for FPC's consideration.

The primary driver of increases in this area is typically increased lease costs associated with the three main office spaces, due to rising costs incurred by landlords and passed on to Islands Trust as tenants. While this trend continues for the Gabriola Island and Victoria office spaces, a leasehold inducement for the new Salt Spring Island office space means fewer months of lease costs next year related to this space. Without this leasehold inducement, this figure would seeing a higher budget amount.

**FOI & Records Management** is budgeted at \$10,000 (2024/25 - \$5,000). This budget line is for hiring contractors who assist in addressing Freedom of Information requests and records management issues.

**Recruitment & Labour Relations** has a budget of \$22,000 (2024/25 – \$96,000) to fund advertisements for job postings and contracted human resource assistance from the Public Service Agency. The decrease over the previous year is due to the \$75,000 amount budgeted in the prior year for CAO recruitment.

**Payroll Processing** is budgeted at \$20,000 (2024/25 – \$20,000) reflecting expenses paid to the public service agency for processing staff payroll.

**Insurance** costs will increase by no more than 10% over the prior year, per our insurance provider. Out of caution, budgets have been updated to reflect this full amount and reflect estimated costs of \$218,000 (2023/24- \$198,000. When actual increases are received from our insurer in January or February, this amount will be updated. The bulk of Islands Trust insurance costs relate to General Liability and Errors and Omissions insurance coverage, which provides professional liability coverage for staff and directors liability coverage for trustees.

**Legal Costs** (General, Bylaw enforcement litigation, Litigation defense) have been budgeted at a total of \$227,000 (2024/25- \$214,000).

- Legal General is budgeted at \$106,000, which is higher than 2024/25 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 \$78,000, consistent with the 2024/25 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 \$43,000 (2024/25 - \$42,000) consistent with the 2024/25 budget. This is a reduced amount over historical, reflecting Trust Council’s decision last fiscal year to budget a lower amount and fund any overages from surplus funds in the year as needed. It should be noted that this approach puts extra pressures on the surplus fund, and may put minimum surplus balances at risk.

**Software Support and Licensing** expenses are budgeted at \$186,000 (2024/25- \$204,000), which includes costs for the many software systems used by the Trust in their everyday work. Amounts for this area are reduced over the prior year as MS license cost of \$34,000 is being purchased in the current year. This offsets increases for other software systems.

**Computer Hardware and Software** expenses have been budgeted at \$157,000 (2024/25- \$182,000) which includes costs for the following:

- \$ 75,000 for replacement of the storage network server
- \$ 4,000 for the purchase of GPS locators for field work
- \$ 7,000 for uninterruptible power supplies, and data sticks that need to be replaced,
- 5,000 for contingent hardware purchases
- \$ 37,000 for the purchase of 16 new computers (11 Laptops, 5 Desktops. These computer purchases are part of our cyclical replacement program.
- \$ 29,000 in contracted technical support to complete these projects

**Contracted Temporary Staffing** expenses have been budgeted at \$25,000 (2024/25 \$25,000). These are costs that will be incurred for contractors who are backfilling for staff vacancies throughout the year, and for planned hiring of temp agency workers for small initiatives.

**Professional Consultant Fees** are budgeted at \$19,000 (2024/25 \$0). This budget line reflects amounts to hire professionals to conduct work on behalf of Islands Trust. The amount in the budget reflects costs that will be incurred for a grant-required evaluation of the Species at Risk program, as well as First Nations perspectives on species at risk.

**Strategic plan projects** with budget funding requests reflect the initiatives approved by Trust Council as part of their strategic plan, and amount to \$200,000 (2024/25- \$316,000), broken down in the following list:

- Reconciliation Action Plan \$ 50,000
- Policy Statement Amendment \$ 96,000
- Stewardship Education Program \$ 17,000
- Secretariat Services \$ 17,000
- Housing Strategic Action Plan\* \$ 20,000
- Freshwater Sustainability Strategy (placeholder)\* \$ 6,000

*Business cases outlining rationale for each funding request is attached to the agenda, except for those containing an asterix (\*) beside the project name.*

**Surplus funds** in the General Revenue Surplus Fund at the end of 2025/26 will be estimated with the next iteration of the budget to ensure minimum balances under policy remain achievable.

**ATTACHMENT(S):**

1. 2025/26 Numeric Budget Detail
2. Funding Requests from LTCs, Council Committees, ITC Board

**FOLLOW-UP:** As directed.

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**Prepared By:** Finance Officer  
**Reviewed By:** Director, Administrative Services

ISLANDS TRUST  
 BUDGET DRAFT:  
 Fiscal Year 2025/26

	(0)						
	2023/24	2024/25	2025/26	Budget-Budget Comparisons		Budget-Actual Comparisons	
	ACTUALS	Approved budget	BUDGET	Budget Change \$	Budget Change %	Draft budget vs 2024 actuals	Draft Budget to 2024 actuals % change
<b>REVENUE</b>							
Fees	190,453	275,500	198,100	(77,400)	-28%	7,647	4%
Provincial Grant - Unrestricted	180,000	180,000	180,000	-	0%	-	0%
Provincial Grant - FN Engagement	40,000	77,000	26,000	(51,000)	-66%	(14,000)	-35%
Provincial Grant - LG Climate Action Funds	149,665	38,082	-	(38,082)	-100%	(149,665)	-100%
Provincial Grant - Complete Communities (SSI LTA)	-	126,000	-	(126,000)	-100%	-	0%
Provincial Grant - LG Development Applications	107,144	-	-	-	0%	(107,144)	-100%
Provincial Grant - Restricted - Housing Initiatives	-	127,336	-	(127,336)	-100%	-	0%
Provincial Grant - Restricted (Freshwater Initiatives/Healthy Watershed)	34,149	-	-	-	0%	(34,149)	-100%
Federal Grant - Restricted (ITC SAR)	220,000	220,000	220,000	-	0%	-	0%
Federal Grant - Restricted - ECCC	-	65,500	134,930	69,430	106%	134,930	0%
Federal Grant - Transport Canada - Community Participation Funding Program	1,775	-	-	-	0%	(1,775)	-100%
Contingent Grants - Projects	-	1	1	-	0%	1	0%
Property Tax Levy - LTA Base	8,046,628	8,555,040	8,555,040	-	0%	508,412	6%
Property Tax Levy - LTA General Increase	-	-	513,300	513,300	0%	513,300	0%
Property Tax Levy - LTA NMC Increase	-	-	39,040	39,040	0%	39,040	0%
Special Tax Requisition - SSI LTA (SSIWPA)	43,500	-	-	-	0%	(43,500)	-100%
Property Tax Levy - Bowen Base	345,989	391,260	391,260	-	0%	45,271	13%
Property Tax Levy - Bowen General Increase	-	-	134,620	134,620	0%	134,620	0%
Property Tax Levy - Bowen NMC Increase	-	-	4,190	4,190	0%	4,190	0%
Investment Income	319,327	260,000	239,000	(21,000)	-8%	(80,327)	-25%
<b>Total Revenue</b>	<b>9,678,630</b>	<b>10,315,719</b>	<b>10,635,481</b>	<b>319,762</b>	<b>3%</b>	<b>956,851</b>	<b>11%</b>
<b>EXPENSES</b>							
Amortization expense	154,425	224,000	229,000	5,000	2%	74,575	48%
Applications sponsored by EC	16,136	15,000	25,000	10,000	67%	8,864	55%
Gain/Loss on Disposal	-	-	-	-	0%	-	0%
NAPTEP Applications sponsored by EC	275	1,000	1,000	-	0%	725	264%
History and Heritage Funding Grants-in-Aid	-	-	6,000	6,000	0%	6,000	0%
Audit	29,173	22,000	25,000	3,000	14%	(4,173)	-14%
Bank Charges & Interest	5,078	3,500	3,600	100	3%	(1,478)	-29%
Moneris Fees	264	-	6,000	6,000	0%	5,736	2173%
Board of Variance	839	1,200	1,450	250	21%	611	73%
Carbon Offset Purchases	-	-	-	-	0%	-	0%
Committee Meeting Expense - FPC	-	-	-	-	0%	-	0%
Committee Meeting Expense - RPC	2,171	-	-	-	0%	(2,171)	-100%
Committee Meeting Expense - TPC	1	3,700	-	(3,700)	-100%	(1)	-100%
Committee Meeting Expense - CAOHC	32	-	-	-	0%	(32)	-100%
Committee Meeting Expense - Governance	219	-	-	-	0%	(219)	-100%
Committee Meeting Expense - Accessibility*	-	-	-	-	0%	-	0%
Cultural Working Group	-	-	-	-	0%	-	0%
Communications and ITC Fundraising	64,003	73,000	60,000	(13,000)	-18%	(4,003)	-6%
FN Protocol Funds	-	-	-	-	0%	-	0%
SW Support and Licensing	152,169	203,600	186,000	(17,600)	-9%	33,831	22%
Internet	47,949	46,700	47,100	400	1%	(849)	-2%
Technical Support	56,356	100,000	91,000	(9,000)	-9%	34,644	61%
Meeting Streaming Services	14,627	15,000	15,000	-	0%	373	3%
Contingency	-	-	-	-	0%	-	0%
Contracted Temporary Staffing	30,083	20,000	25,000	5,000	25%	(5,083)	-17%
Professional Consultant Fees	-	-	19,000	19,000	0%	19,000	0%
Elections - General	-	-	-	-	0%	-	0%
Elections - By-elections	-	-	-	-	0%	-	0%
Insurance	211,514	198,300	218,130	19,830	10%	6,616	3%
ITC - Board Honoraria	6,250	7,000	7,000	-	0%	750	12%
ITC - Board Meeting Expense	2,525	2,850	2,850	-	0%	325	13%
ITC - Board Training & Conferences	961	1,600	4,600	3,000	188%	3,639	378%
ITC - Property Management	135,926	166,140	168,460	2,320	1%	32,534	24%
ITC - Conservation Planning & Land Securement	12,837	26,550	37,000	10,450	39%	24,163	188%

ISLANDS TRUST  
 BUDGET DRAFT:  
 Fiscal Year 2025/26

	(0)						
	2023/24	2024/25	2025/26	Budget-Budget Comparisons		Budget-Actual Comparisons	
	ACTUALS	Approved budget	BUDGET	Budget Change \$	Budget Change %	Draft budget vs 2024 actuals	Draft Budget to 2024 actuals % change
ITC - Ecosystem Mapping	3,545	-	9,200	9,200	0%	5,655	160%
Land Title Registrations	3,079	4,750	4,750	-	0%	1,671	54%
Legal - general	90,595	96,100	105,532	9,432	10%	14,937	16%
Legal - bylaw enforcement litigation	127,570	75,700	77,970	2,270	3%	(49,600)	-39%
Legal - litigation defence	144,177	41,800	43,050	1,250	3%	(101,127)	-70%
LTC "Trustee Expenses"	2,028	4,430	4,900	470	11%	2,872	142%
LTC "Executive Expense on LTC's"	25,965	36,900	30,600	(6,300)	-17%	4,635	18%
LTC Meeting Expenses	42,351	36,260	37,400	1,140	3%	(4,951)	-12%
LTC Local Exp APC Meeting Expenses	6,646	9,500	9,800	300	3%	3,154	47%
LTC Local Exp Communications	5,749	6,850	7,000	150	2%	1,251	22%
LTC Local Exp Special Projects	684	-	-	-	0%	(684)	-100%
Meeting Expense	136,495	137,400	147,200	9,800	7%	10,705	8%
Memberships	16,871	19,000	19,480	480	3%	2,609	15%
Notices - Statutory & Non-Statutory	16,371	17,000	17,500	500	3%	1,129	7%
FOI & Records Management*	4,316	5,000	10,000	5,000	100%	5,684	132%
Office - Lease costs	445,559	455,400	446,000	(9,400)	-2%	441	0%
Office - Outside services	60,445	59,100	72,200	13,100	22%	11,755	19%
Postage, Courier & Delivery	7,428	7,800	8,050	250	3%	622	8%
Recruitment & Labour Relations	22,059	96,000	21,630	(74,370)	-77%	(429)	-2%
Payroll Processing*	20,864	19,500	20,090	590	3%	(774)	-4%
Safety	4,790	7,040	17,460	10,420	148%	12,700	265%
Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	2,445,810	2,877,108	3,090,458	213,351	7%	644,648	26%
Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	619,387	730,785	784,978	54,192	7%	165,590	27%
Sal & Ben - Salaries - Planners & RPMs	1,502,765	1,593,281	1,656,363	63,083	4%	153,599	10%
Sal & Ben - Benefits - Planners & RPMs	379,972	404,693	420,716	16,023	4%	40,745	11%
Sal & Ben - Salaries - Planning Support	426,092	497,794	503,785	5,991	1%	77,693	18%
Sal & Ben - Benefits - Planning Support	107,563	126,440	127,961	1,522	1%	20,398	19%
Sal & Ben - Salaries - Bylaw	319,897	320,828	336,209	15,381	5%	16,311	5%
Sal & Ben - Benefits - Bylaw	80,890	81,490	85,397	3,907	5%	4,507	6%
Stationery & Office Supplies	22,797	21,300	25,240	3,940	18%	2,443	11%
Tech Supplies	12,965	9,300	13,570	4,270	46%	605	5%
Subscriptions	12,042	7,900	11,900	4,000	51%	(142)	-1%
Telephone	13,535	16,100	16,100	-	0%	2,565	19%
Mobile Devices	26,897	21,300	27,470	6,170	29%	573	2%
Training - Organization-wide	3,130	5,000	5,000	-	0%	1,870	60%
Training - staff recognition & meetings	9,623	10,000	10,280	280	3%	657	7%
Training & Conferences	43,980	61,150	53,000	(8,150)	-13%	9,020	21%
Travel for Training	29,229	32,850	28,150	(4,700)	-14%	(1,079)	-4%
UBCM/AVICC Convention			27,800	27,800	0%	27,800	0%
Travel	77,892	79,370	85,635	6,265	8%	7,743	10%
Trustee Remuneration	587,528	610,870	626,348	15,477	3%	38,820	7%
Trustee Remuneration - CPP Expense	26,725	21,670	22,221	551	3%	(4,504)	-17%
Trustee Remuneration - Health/Dental benefits	63,837	65,870	67,683	1,813	3%	3,846	6%
Trustee Remuneration - Pay in Lieu of benefits	-	-	-	-	0%	-	0%
Trustee Remuneration - Employer Health Tax	11,567	11,912	12,214	302	3%	647	6%
Trustee Remuneration - Executive on LTCs		-	-	-	0%	-	0%
<b>Operating Budget Subtotal</b>	<b>8,955,525</b>	<b>9,873,682</b>	<b>10,326,480</b>	<b>452,798</b>	<b>5%</b>	<b>1,370,955</b>	<b>17%</b>
Amortization budget adjustment (not taxed for)		(224,000)	(229,000)	(5,000)	2%		
<b>Net Operating Budget Subtotal</b>	<b>8,955,525</b>	<b>9,649,682</b>	<b>10,097,480</b>	<b>447,798</b>	<b>5%</b>	<b>1,370,955</b>	<b>17%</b>
<b>PROJECTS</b>							
<u>LTA Projects:</u>							
LTA Work Funded by Special requisition (SWIPPA)	800	-	71,500	71,500	0%	70,700	8838%
LTC Projects funded by Special Requisition Surplus Fund	-	73,000	-	(73,000)	-100%	-	0%
LTC Projects, partially funded by LTC reserve fund	71,114	493,500	294,000	(199,500)	-40%	222,886	313%
LTC Projects Funded by Approved Grants (590) - SSI LTA	-	-	-	-	0%	-	0%
LTC Projects Funded by Contingent Grants (590)		1	1	-	0%	1	0%
				-	0%	-	0%
				-	0%	-	0%

ISLANDS TRUST  
 BUDGET DRAFT:  
 Fiscal Year 2025/26

	(0)						
	2023/24	2024/25	2025/26	Budget-Budget Comparisons		Budget-Actual Comparisons	
	ACTUALS	Approved budget	BUDGET	Budget Change \$	Budget Change %	Draft budget vs 2024 actuals	Draft Budget to 2024 actuals % change
<b>Strategic Plan Projects</b>							
Reconciliation Program	17,925	25,000	50,000	25,000	100%	32,075	179%
Policy Statement Review	12,213	81,000	96,000	15,000	19%	83,787	686%
Stewardship Education Program	7,799	15,000	17,000	(8,000)	-53%	9,201	118%
Secretariat Services	11,985	15,000	17,000	(64,000)	-427%	5,015	42%
Housing Needs Assessments	-	127,336	-	(15,000)	-12%	-	0%
Housing Strategy	26,779	30,000	20,000	5,000	17%	(6,779)	-25%
First Nations Engagement Plan	-	20,000	-	(127,336)	-637%	-	0%
Governance Committee Project Funds	-	3,000	-	(3,000)	-100%	-	0%
Indigenous Watersheds Initiative	34,149	-	-	-	0%	(34,149)	-100%
Freshwater Sustainability Strategy	-	-	6,000	6,000	0%	6,000	0%
Seniors Video Project	364	-	-	-	0%	(364)	-100%
Groundwater Recharge Mapping	721	-	-	-	0%	(721)	-100%
<b>Operational Projects</b>							
Electronic Records Management Improvement Project	-	-	-	-	0%	-	0%
LG Development Approvals Program: PS	107,144	90,000	-	(90,000)	-100%	(107,144)	-100%
Expense Claim System Upgrades	-	10,000	-	(10,000)	-100%	-	0%
<b>Projects Total</b>	290,993	982,837	571,501	(467,336)	-48%	280,508	96%
<b>Total Operating + Projects Expenditures</b>	9,246,517	10,856,519	10,897,981	(14,538)	0%	1,651,464	18%
<b>CAPITAL</b>							
Computer H/W & S/W	10,283	181,700	156,500	(25,200)	-14%	146,217	1422%
Office - Equipment & Furniture	2,883	5,000	5,000	-	0%	2,117	73%
	4,754	160,000	-	(160,000)	-100%	(4,754)	-100%
<b>Total Capital Spending</b>	17,920	346,700	161,500	(185,200)	-53%	143,580	801%
<b>Total Cash Operating, Projects, Capital Budget</b>	9,264,437	10,979,219	10,830,481	(204,738)	-2%	1,795,044	19%
<b>Net Surplus (Shortfall)</b>	414,193	(663,500)	(195,000)	468,500	-71%	(609,193)	-147%
<b>Surplus (deficit)</b>	414,193	(663,500)	(195,000)	468,500	-71%	(609,193)	-147%
<b>Funded by:</b>							
Change in Amounts invested in Tangible Capital Assets	32,392	-	-				
Transfer from (to) General Revenue Surplus Fund	(347,101)	371,500	65,000				
Transfer from (to) LTC Project Specific Reserve Fund	(56,784)	219,000	130,000				
Transfer (to) from Special Tax Requisition Fund	(42,700)	73,000	-				
<b>Net Balance</b>	(0)	(0)	(0)				



# BRIEFING

**To:** Financial Planning Committee      **For the Meeting of:** October 23, 2024  
**From:** Executive Committee              **Date Prepared:** October 18, 2024  
**SUBJECT:** Executive Committee 2025/26 Budget Submission

**PURPOSE:**

To advise the Financial Planning Committee of 2025/26 budget requests related to responsibilities of Executive Committee.

**BACKGROUND:**

At its September 11, 2024 meeting, the Executive Committee considered its budget needs for the 2025/26 fiscal year and passed the following resolution:

**EC-2024-113**

*that Executive Committee forward its 2025/26 budget requests to Financial Planning Committee for inclusion in the draft 2025/26 budget:*

1. \$135,000 for Trust Council Meetings
2. \$6,000 for Trust Council Training and Conferences
3. \$4,000 for Trust Council Travel For Training
4. \$6,200 for Executive Committee Meeting Expense
5. \$2,500 for Executive Committee Training and Conferences
6. \$2,000 for Executive Committee Travel for Training
7. \$27,800 for UBCM/AVICC Conventions
8. \$6,000 for History and Heritage Conservation Grants in Aid
9. \$25,000 for Planning Application Sponsorship
10. \$1,000 for NAPTEP Application Sponsorship
11. \$50,000 for Public Communications
12. \$50,000 for Reconciliation Action Plan Implementation

Support for EC’s budget requests are as follows:

OPERATIONS & STAFFING			
Potential funding request	Approved 2024/25 Budget	Proposed 2025/26 Budget	Notes
1. Trust Council Meetings	\$126,000	\$135,000	Assumes 4 in-person Trust Council meetings; two on a gulf island and two on Vancouver Island, adjusted for inflation to account for the rising costs of hosting Trust Council meetings.

2. Trust Council Training and Conferences	\$5,000	\$6,000	<p>The proposed 2025/26 budget is based on an average of past 3 years, increased for inflation. This program is guided by <a href="#">Trust Council Policy 6.12.1 Trustee Training/Conference Attendance</a>. See also, <a href="#">Trust Council Policy 7.2.3 Trustee Travel</a>.</p> <p>Prior year actual spending:  FY2023: \$3,000  FY2024: \$10,757  FY2025 budget: \$5,000</p>
3. Trust Council Travel for Training	\$2,000	\$4,000	<p>The proposed 2025/26 budget is based on an average of past 2 years, increased for inflation. This program is guided by <a href="#">Trust Council Policy 7.2.3 Trustee Travel</a>.</p> <p>Prior year actual spending:  FY2024: \$6,021  FY2025 budget: \$5,000</p>
4. Executive Committee Meeting Expense	\$5,400	\$6,200	Assumes 4 in person meetings. Based on recent in-person meetings costs plus 3% increase to account for inflation.
5. Executive Committee Training and Conferences	\$7,500	\$2,500	<p>This item is guided by <a href="#">Trust Council Policy 6.12.1 Trustee Training/Conference Attendance</a>. See also <a href="#">Trust Council Policy 7.2.3 Trustee Travel</a></p> <p>The proposed 2025/26 budget is reduced from previous years as a dedicated budget line for AVICC/UBCM Conventions has been created and as such amounts for these activities are reflected in the new line.</p>
6. Executive Committee Travel for Training	\$7,500	\$2,000	Reduced to reflect AVICC/UBCM in dedicated line (see below)
7. UBCM/AVICC Conventions	NA <i>*new line for FY2025/26</i>	\$27,800	Attendance at UBCM and AVICC is guided by <a href="#">Trust Council Policy 6.12.2 UBCM/AVICC Membership and Resolutions</a>
14. Staffing: Temporary Senior Policy Advisor auxiliary position	N/A	In draft	Business case will be provided at the next EC meeting.
15. Staffing: Make permanent the Temporary Meeting Administrator	N/A	In draft	Business case will be provided at the next EC meeting.

## TRUST COUNCIL PROGRAMS

Potential funding request	Approved 2024/25 Budget	Proposed 2025/26 Budget	Notes
8. History and Heritage Conservation Grants-in-Aid	\$ Not Funded	\$6,000	This program is guided by <a href="#">Trust Council Policy 2.1.14 (History And Heritage Conservation Grants-In-Aid)</a> Prior year actual spending: FY2023: \$6,000 FY2024: not funded FY2025 budget: not funded
9. Planning Application Sponsorship	\$15,000	\$25,000	Sponsorship of Land Use applications is guided by <a href="#">Trust Council Policy 4.1.13 (Guidelines for Executive Committee Sponsored or Local Trust Committee Initiated Development Applications)</a>  Application fees increased in FY2023 when LTCs adopted new fees bylaws. LTC fees bylaws stipulate an automatic increase in fees of 2% annually.  Prior year actual spending: FY2021: \$13,485 FY2022: \$7,150 FY2023: \$5,950 FY2024: \$16,136 FY2025 budget: \$15,000
10. NAPTEP Application Sponsorship	\$1,000	\$1,000	In 2022 Trust Council approved <a href="#">Policy 2.1.16 Guidelines For Executive Committee Sponsored Or Islands Trust Conservancy Initiated NAPTEP Applications</a> regarding sponsorship of NAPTEP applications. This budget supports implementation of that policy.  Prior year actual spending: FY2024: \$275 FY2025 budget: \$1,000
11. Public Communications (informed by Trust Council's Communications Strategy)	\$55,000	\$50,000	This budget request supports implementation of the Islands Trust Communications Strategy, approved by Executive Committee in February 2024.  In addition to supporting routine corporate communication functions (graphic design, social media advertising/boosting, signage, publication re-printing etc.) this budget request supports: <ul style="list-style-type: none"> <li>• \$5,000 - Process improvement and procedure creation via contracted specialist support</li> <li>• \$5,000 - Trust Area-wide promotion of budget consultation</li> <li>• \$3,400 - Annual report design, printing and mailing</li> </ul>

			<ul style="list-style-type: none"> <li>• \$4,000 - Graphic design for National Day for Truth and Reconciliation</li> <li>• \$1,500 - contractor support for Development of elements of Public Engagement Strategy</li> <li>• \$4,000 Continued website improvements</li> </ul> <p>The budget requests also includes \$5,000 as contingency communication funds available to be responsive to emerging issues.</p> <p>Prior year actual spending:</p> <p>FY2021: \$9,313  FY2022: \$15,104  FY2023: \$29,931  FY2024: \$50,000  FY2025 budget: \$55,000</p>
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**TRUST COUNCIL PROJECTS**

Potential funding request	Approved 2024/25 Budget	Proposed 2025/26 Budget	Notes
12. Reconciliation Action Plan Implementation	\$25,000	\$50,000	<p>Staff recommend increasing the reconciliation budget to respond to an anticipated increase in program activities due to having a permanent full-time Senior Indigenous Policy Advisor on staff and to reflect that a new Reconciliation Action Plan is anticipated to be in place by April 2025. The recommended funds and proposed breakdown below are intended to be placeholder amounts until a new Reconciliation Action Plan is adopted by Trust Council (anticipated by staff to be March 2025)</p> <p>The budgeted funds will be used towards contract advisors; trustee and staff travel, food, legal costs, venues and speaker honoraria/contract trainers for the Reconciliation Learning Group; and costs associated with working groups initiated under protocol agreements.</p> <p>The budget includes:</p> <ul style="list-style-type: none"> <li>• \$27,500 for training of staff and trustees</li> <li>• \$8,200 for operations (honoraria, gifts and contracted external advisors)</li> <li>• \$12,000 for relationship-building activities (legal review of protocol agreements and costs of associated signing ceremonies, working group costs) This figure includes \$5,000 to support a potential feast hosted by Tsawout First Nation. This number is a guess and will be refined as information is received.)</li> <li>• There is also \$2,500 in contingency funds budgeted to support a response to emerging issues.</li> </ul> <p>Prior year actual spending:  FY2023: \$ 7,219</p>

			FY2024: \$17,925 FY2025 budget: \$25,000  Note: Historical spending is not a helpful guide for budgeting as the Senior Indigenous Relations role has experienced a vacancy and the focus of the program is shifting from internal capacity building to more engagement.
13. Policy Statement Amendment Project	\$81,000	In draft	Business case will be provided at the next EC meeting. Draft business case included with the FPC agenda at \$96,000.  Prior year actual spending: FY2022: \$129,819 FY2023: \$67,430 FY2024: \$12,213
14. Staff related budget item: Temporary Senior Policy Advisor auxiliary position	N/A	In draft	Business case will be provided at the next EC meeting.
15. Staff related budget item: Make permanent the Temporary Meeting Administrator	N/A	In draft	Business case will be provided at the next EC meeting.

Business cases are not required for projects \$5,000 or less. Communications funding has historically been considered without a business case given its operational nature and beginning last fiscal year, the same approach is taken to Reconciliation funding.

**ATTACHMENT(S):** None

**FOLLOW-UP:** Staff will follow-up as directed.

**Prepared By:** Alexandra Trifonidis, Executive Coordinator  
**Reviewed By/Date:** EC, September 11, 2024



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

**DRAFT For EC review on October 30, 2024**

TO BE COMPLETED BY INITIATOR	
<p><b>Requested by :</b> Executive Committee</p>	<p><b>Budget Source :</b></p> <p><input checked="" type="checkbox"/> <b>Specific Project Funding</b></p> <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> <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> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p><input checked="" type="checkbox"/> <b>Other – please describe:</b> _____</p>
<p><b>Department:</b> Trust Area Services</p>	<p><b>Budget Breakdown:</b></p> <p>-\$26,000: Implementation of Communications Strategy (design, development and distribution of engagement materials and supports, promotional ads, mail-outs, etc.)</p> <p>-\$60,000: Public Engagement Phase 4 (in-person engagement events/special meetings for some LTCs/IMs as desired (\$20K) ,Trust-Wide survey (\$30K); and Virtual Community Workshop (\$10K)</p> <p>-\$10,000: Legal Services</p>
<p><b>Name of Request:</b> Policy Statement Amendment Project (PSAP)</p>	
<p><b>\$ Value of Request</b> FY25/26 \$96,000<sup>1</sup></p> <p>FY 26/27 \$15,000 estimated</p> <p>FY 27/28 \$ depends on implementation plan not yet developed</p> <p>Total: \$106,000 plus FY27/28 TBD</p> <p>Over \$300,000 has been spent since the project’s inception in 2019 on public engagement, Indigenous Governing Bodies engagement, and other project related expenses, in addition to considerable staff hours.</p>	
<p><b>Date of Submission to Finance:</b> October 15, 2024</p>	<p><b>Funding Required for (date range):</b> April 1, 2025 – March 31, 2026</p>

<sup>1</sup> Assumes re-request of \$42,000 in unspent funds from fiscal 2024/25

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:**

Section 15 of the Islands Trust Act states:

**Trust policy statement**

- 15** (1) The trust council must, by bylaw, adopt a trust policy statement that applies to the trust area.
- (2) The trust policy statement
- (a) must be a general statement of the policies of the trust council to carry out the object of the trust,
  - (b) may establish different policies for different parts of the trust area, and
  - (c) has no effect for the purposes of subsection (4) unless it is approved by the minister.
- (3) Between first and second readings of a bylaw under subsection (1), the trust council must refer the proposed trust policy statement to the board of each regional district, all or part of which is in the trust area, for review and comment by the board.
- (4) A bylaw
- (a) submitted to the executive committee under section 27 (1) or 38 (1), or
  - (b) referred to the trust council under section 27 (3) or 38 (3)
- must not be approved by the executive committee or the trust council, as the case may be, if it is contrary to or at variance with the trust policy statement.

Trust Council’s Policy Statement Amendment Policy (1.2.1) states that each term, Trust Council will identify Policy Statement review and/or amendment tasks. Early in the 2018-2022 term, Trust Council requested that Executive Committee, with involvement from Trust Programs Committee as appropriate, review and develop recommendations for amendments to the Islands Trust Policy Statement, primarily through the priority lenses of reconciliation, climate change, and housing.

Islands Trust Council’s Strategic Plan for 2022-2026 states that completing the Policy Statement Amendment Project is a strategic priority for the organization.

**ISSUE/OPPORTUNITY:**

**Background**

The current Policy Statement is almost 30 years old and does not adequately address reconciliation, climate change and housing. This business case requests funding for the next stage of the Policy Statement Amendment Project (PSAP). In July 2021, Trust Council requested enhanced community engagement on the draft and directed staff to implement [32 resolutions](#). In September 2024, Trust Council adopted a project charter that projects First Reading by 2025 after community engagement. Due to staff vacancies in 2023 and 2024, and a longer than anticipated engagement period with Indigenous Governing Bodies, the project faced delays. Detailed project information is available on the [Islands 2050 webpage](#).

This multi-year project commenced in 2019 and has involved, to date:

- three phases of public engagement;
- three phases of early and meaningful engagement with First Nation governments;
- substantial review and analysis by Trust Programs Committee, Executive Committee and Committee of the Whole; and
- periodic Trust Council discussion.

The project will be complete when the new Policy Statement is given three readings by Trust Council; approved by the Minister of Municipal Affairs; and adopted by Trust Council.

Trust Council [received](#) a communication plan for the project in March 2023.

**Current Project Status:**

Staff developed a revised draft Policy Statement, as per Trust Council’s [32 resolutions](#), after engaging with internal and external staff partners and seeking legal counsel. After inviting all Indigenous Governing Bodies in the Trust Area, staff engaged with nine Indigenous Governing Bodies to seek their early input on the draft. Staff presented a revised draft of the Policy Statement to Committee of the Whole in May 2024 along with a summary of comments from Indigenous Governing Bodies and recommendations for additional changes. Trust Council adopted a suite of changes to the draft Policy Statement in September 2024 and the Committee of the Whole continues to review and development recommendations for amendments to Trust Council.

Staff have contracted a communications consultant to assist with implementation of a communications strategy.

**PROJECTED RESULTS/DELIVERABLES:**

The April 2025-March 2026 work on this project will result in first, second and third reading of Policy Statement Bylaw No. 183. The funding requested will advance this through support for communications including information materials, public engagement by some local trust committees/Bowen Island Municipal Council to inform their referral responses, a Trust Area-Wide survey and Virtual Community Workshop, as well as further revisions to the draft Policy Statement.

In the April 2025-March 2026 the following activities are proposed for the project (timelines are tentative):

- Approval in principle by Trust Council (January 2025)
- A six-month internal referral process to local trust committees and Bowen Island Municipality (prior to First Reading). The intent is that local trust committees and Bowen Island Municipality will, as they deem necessary or desirable, undertake local public engagement using a method selected by the local trust committee/Bowen Island Municipal Council to inform their referral responses. As this is not part of local work programs the public engagement events would be supported/organized by Trust Area Services staff. (concludes by November 2025)
- A Trust Area -wide Survey and Virtual Community Workshop (concludes by November 2025)
- After considering feedback from local trust committees and Bowen Island Municipality in their referral responses, and the Trust Area-wide engagement results, Trust Council would undertake First Reading and then refer the document to other agencies/Indigenous Governing Bodies/Conservancy Board for at least three months. (referral period December –March 2026).

**RISK ASSESSMENT:**

The proposed recommended option carries the following risks and options for mitigation:

Risk: A lack of public confidence in the project, and poor levels of public engagement or high levels of engagement at the wrong points in the project, due to the public circulating incorrect information or a lack of understanding.

- These risks can be mitigated through implementation of the project communications strategy with support from an external consultant to provide resiliency.

Risk: Extended timeframe incurred by having two referral periods increases the staff resources required for the project and increases risks to the project (e.g. staff turnover, emerging issue that competes for project resources). The approach of internal referral/public engagement prior to First Reading, does not represent a typical local government bylaw review process.

- This risk could be mitigated by Trust Council foregoing the proposed approval-in-principle step and moving straight to First Reading, with a concurrent referrals process and a coordinated public engagement process -could reduce the project’s timeline by approximately five- six months.

Risk: Adoption of revised Policy Statement in the winter of 2026 after the next local elections risks the project not being completed due to new priorities of the incoming Trust Council.

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

Risk: Lack of skilled contractors available for survey design (on policy topics) and virtual community workshop design, facilitation and note-taking.

- Building in time in the project schedule (as is proposed in the recommended option) to find ensure a skilled contractor will mitigate this risk.

DRAFT

**ALTERNATIVES CONSIDERED:**

**Option 1: RECOMMENDED - \$96,000<sup>2</sup>**

*Description* – This option reflects the communications and engagement approach previously requested by Trust Council.

This option anticipates the following general milestones in fiscal 2025/26:

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

This option includes the following costed elements:

- Communications: \$26,000 - Implementation of Communications Strategy (design, development and distribution of engagement materials and supports, promotional ads, mail-outs, etc.)
- Legal: \$10,000 - to support legal review and advice to Trust Council, as needed
- Public engagement on islands: \$20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount for Trust Area-wide engagement and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events
- Trust Area-wide survey: \$30,000 - \$28,000 for survey design and analysis by contractor, with \$2,000 for printing, distribution and return mail costs for print copies of the survey.
- Virtual Community Workshop: \$10,000 – designed and delivered by contractor, with Islands Trust staff attending as subject matter experts

*Benefits* – This is consistent with previous direction of Trust Council. The public will receive a virtual engagement option (survey) and Trust Council will receive survey results collected in a consistent manner across the Trust Area; and engagement results of a virtual community workshop that includes attendance by Islands Trust subject matter experts (possibly held over multiple days), in addition to referral responses from LTCs/BIM.

*Risks* – See Risk Assessment section above.

*Financial implications* – Staff are forecasting that approximately \$42,000 will not be spent this fiscal year and will be allocated to the General Revenue Surplus Fund, thus requiring \$54,000 in additional funding.

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

*Other implications* - None

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<sup>2</sup> Assumes re-request of \$42,000 in unspent funds from fiscal 2024/25 that will go to the General Revenue Surplus Fund

**Option 2: \$56,000<sup>3</sup>**

*Description of activities in 2025/26* – Option 1, minus Trust Area-wide survey and Trust Area-wide virtual workshop.

This option includes the following costed items:

- Communications: \$26,000 - further communications materials to support project implementation and to promote engagement opportunities during the six-month referral process
- Legal: \$10,000 - to support legal review as needed
- Public engagement on islands: \$20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount for Trust Area-wide engagement and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events

*Benefits* – Reduced cost to Trust Council.

*Risks* – See Risk Assessment section above. Additionally, without the virtual workshop, Trust Council would lose a region-wide educational/engagement opportunity and the absence of a survey would deprive Trust Council of a direct source of information about constituent sentiment.

*Financial implications* – Staff are forecasting that approximately \$42,000 will not be spent this fiscal year and will be allocated to the General Revenue Surplus Fund, thus requiring \$14,000 in additional funding.

*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 3: \$86,000<sup>4</sup>**

*Description* – This option would include all elements of Option 1 minus a Trust-wide virtual workshop. This option includes the following costed items:

- Communications: \$26,000 - further communications materials to support project implementation and to promote engagement opportunities during the six-month referral process
- Legal: \$10,000 - to support legal review as needed
- Public engagement on islands: \$20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount for Trust Area-wide engagement and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events
- Trust-wide survey - \$30,000 - \$28,000 for survey design and analysis by contractor, with \$2,000 for printing, distribution and return mail costs for print copies of the survey.

<sup>3</sup> Assumes re-request of \$42,000 in unspent funds from fiscal 2024/25

<sup>4</sup> Assumes re-request of \$42,000 in unspent funds from fiscal 2024/25

*Benefits* – Reduced cost to Trust Council. Constituents receive a virtual engagement option (survey) and Trust Council receives survey results that are collected in a consistent manner across the Trust Area.

*Risks* – As identified above in Risk Assessment section above. Additionally, absence of a Trust Area-wide workshop will deprive Trust Area residents of an opportunity to learn about the Policy Statement prior to participating in engagement activities.

*Financial implications* – Staff are forecasting that approximately \$42,000 will not be spent this fiscal year and will be allocated to the General Revenue Surplus Fund, thus requiring \$14,000 in additional funding.

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

*Other implications* - None

**Option 4: \$66,000**

*Description* – This option would include all elements of Options 1 minus a Trust-wide survey. This option includes the following costed items:

- Communications - \$26,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
- Legal - \$10,000 - to support the legal aspects of the project as needed
- Public engagement on islands - \$20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.
- Virtual Community Workshop - \$10,000 – designed and delivered by contractor, with Islands Trust staff attending as subject matter experts

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

*Risks* –All of the risks noted above in Risk Assessment section.

*Financial implications* – \$42,000 would be carried over from fiscal 2024/25 to support this work, thus requiring \$24,000 in new funding.

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

*Other implications*- None

**Option 5: \$20,000**

*Description* – This option would include only the following costed items:

- Communications - \$10,000 – preparation of basic communications materials but no implementation of communication strategy, no special meetings of LTCs , and no in-person staff support for engagement during the six-month referral process
- Legal - \$20,000 - to support the legal aspects of the project as needed

*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* – With \$42,000 projected to be left unspent at the end of fiscal 2024/25, no new funding would be required, and unspent funds would be in the General Revenue Surplus Fund for use for other initiatives.

*Resource requirements* – Staff hours saved by not undertaking public engagement would 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 Indigenous Governing Bodies 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 6: \$0**

*Description* – This option would involve no work on the project in the 2025/26 fiscal year

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

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

- Continuing to operate under the guidance of a 30-year old document that does not reflect Trust Council’s commitments to improve language and guidance relating to reconciliation, climate change and affordable housing may result in decisions that are not consistent with current values or current/predicted environmental conditions.
- Relationships with Indigenous Governing Bodies may be impacted as Trust Council would not be advancing change in response to feedback and suggestions received.
- Public engagement results may later be viewed as dated and no longer relevant.

- Staff turnover during a pause in the project could result in a loss of corporate memory leading to inefficiencies and loss of knowledge.
- The Province of BC may amend the Islands Trust Act to require the Islands Trust Council to amend or considering amending the Policy Statement at regular intervals. The Local Government Act requires regional districts to, every five years, seek input on the need for review of the regional growth strategies from its citizens; affected local governments; Indigenous Governing Bodies; boards of education, greater boards and improvement district boards; and the Provincial and federal governments and their agencies; and consider whether the regional growth strategy must be reviewed for possible amendment.

*Financial implications* – Unspent funds from fiscal 2024/25 will be added to General Revenue Surplus Fund.

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

*Other implications*- None

<b>SUMMARY TABLE OF ALTERNATIVE OPTIONS</b>						
<b>Activities</b>	<b>Opt 1 (recommended)</b>	<b>Opt 2</b>	<b>Opt3</b>	<b>Opt4</b>	<b>Opt 5</b>	<b>Opt 6</b>
Communications (\$10 -\$26K)	X	X	X	X	X	
Legal (\$5k)	X	X	X	X	X	
Local LTC/BIM led public engagement (\$20k)	X	X	X	X		
Trust-wide virtual/print survey (\$30k)	X		X			
Trust-wide Virtual Community Workshop (\$10k)	X			X		
<b>SUBTOTAL</b>	<b>\$96k</b>	<b>\$56K</b>	<b>\$86k</b>	<b>\$66k</b>	<b>\$20k</b>	<b>\$0</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, Indigenous Governing Bodies, referral agencies, and the public, on the revised draft Policy Statement and the project purpose, scope, and timeline.
- Available staff and contractors
- Trust Council leadership.

**RECOMMENDED OPTION:**

Option 1 is recommended by Executive Committee. (UNCONFIRMED AS OF OCTOBER 16, 2024. EC will consider on October 30, 2024)

**COST/BENEFIT ANALYSIS:**

Quantitative Analysis:

Comparative regional growth strategy/official community plan update processes in BC local governments have comparable 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, workplan and communications plan.

**STAFF RESOURCING**

In FY 2025-26, 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
- 0.05 FTE - Senior Indigenous Relations Advisor
- 0.25 FTE – Communications Specialist
- 0.1 FTE - Legislative Services Clerk (or other clerks as available)
- Will also require support from staff across the organization.

NOTE: These rough staff time estimates will be refined as the workplan is refined.

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

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

Change management will be undertaken via proposed updates to the approved project charter and workplan.

Communications are guided by a communications plan.

This project will be managed by the Executive Committee

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

Requested by: Executive Committee

Prepared by: Director, Trust Area Services

Reviewed by: Interim CAO



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

Islands Trust

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>Requested by</b> Trust Programs Committee</p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input checked="" type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input 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> <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> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="margin-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> <b>Other – please describe:</b> <u>speaker fees, communication expenses, honoraria, mailing costs</u></p>
<p><b>Department:</b> Trust Area Services</p>	
<p><b>Name of Request:</b></p> <p><a href="#">Stewardship Education Program</a></p>	
<p><b>\$ Value of Request</b></p> <p>\$17,000</p>	
<p><b>Date of Submission to Finance:</b> August 26, 2024</p>	<p><b>Funding Required for (date range):</b> Fiscal 2025-26</p>

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:**

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

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

**ISSUE/OPPORTUNITY:**

Since 2017, Trust Programs Committee has carried out a Stewardship Education Program on behalf of Islands Trust Council. This included:

21/22: a "Living in the Trust Area" mailing program to new land purchasers ( \$24,000 budgeted, actual spent was \$16,128)

22/23: continued mailings to new land purchasers in the Islands Trust Area (\$13,000 budgeted, actual spent was \$10,398).

23/24: Continued mailings and a speaker series (\$13,000 budgeted, actual spent was \$\$7,799).

24/25: Continued mailings and a speaker series (\$15,000 budgeted)

The details of stewardship programming since 2020 is available on the [Stewardship Education webpage](#).

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

**PROJECTED RESULTS/DELIVERABLES:**

The provision of educational programming and materials on stewardship topics to be determined by Trust Program Committee in FY 2025/26 is expected to assist community members to be more informed stewards. Audiences may include *the public, industry, and interested and affected parties (interest holders) in the Trust Area*.

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

**RISK ASSESSMENT:**

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

**ALTERNATIVES CONSIDERED:**

Each fiscal year, Trust Programs Committee considers the financial support it wishes to request from Trust Council and, once the budget is approved, the Committee considers the methods by which it will deliver the Stewardship Education Program. For this reason, it is not practical to assess all alternatives considered. In Fall 2024 Trust Programs Committee will undertake a public survey to seek views on which stewardship education topics should be addressed in the future via webinars.

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

Benefits: Additional Trust Area Services staff time for other initiatives

Risks: Does not advance Strategic Plan Strategy 4.3 *Create a stewardship education program for the public, industry, and stakeholders in the Trust Area*

Financial implications: No funding required

Resource requirements: Staff time available for other work

Other implications: None

**Option 2: A larger budget for the Stewardship Education Program**

Benefits: Would depend on the implementation selected by Trust Programs Committee

Risks: Would depend on the implementation selected by Trust Programs Committee

Financial implications: Larger budget required

Resource requirements: Would depend on the implementation selected by Trust Programs Committee

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

Other implications: None

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

Benefits: Would depend on the implementation selected by Trust Programs Committee

Risks: Would depend on the implementation selected by Trust Programs Committee

Financial implications: Smaller budget required

Resource requirements: Would depend on the implementation selected by Trust Programs Committee.

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

Other implications: None

**CRITICAL SUCCESS FACTORS:**

Critical success factors include:

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

**RECOMMENDED OPTION:**

That \$17,000 be budgeted for the Stewardship Education Program.

**COST/BENEFIT ANALYSIS:**

Quantitative:

- \$17,000 for the Stewardship Education Program for FY 2025/26. See also staff resourcing section below.

Qualitative:

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

<p><b>PURCHASING PROCEDURE:</b></p> <p>Any purchases will comply with the Procurement Policy. The services/goods to be procured will depend on the activities selected by Trust Programs Committee.</p>
<p><b>PROPOSED IMPLEMENTATION STRATEGY:</b></p> <p>Once the requested budget is approved, Trust Programs Committee will, in 2024/25, request staff to provide a project charter(s) for selected activities. Once the project charters are approved, staff will implement the project(s) as directed.</p>
<p><b>STAFF RESOURCING:</b></p> <p>Staff resources required will depend on the activities selected by Trust Programs Committee in 24/25, with on-island events (if selected) requiring significantly more time commitment. At a minimum, staff hours are expected to be: program coordinator 200 hours, communications specialist 40 hours, and Director of Trust Area Services 30 hours, with additional time for administrative services staff to manage financial elements. The program coordinator offers support to the Stewardship Education Program as a core duty of the position. The reasonableness of the staff hours in conjunction with other initiatives will somewhat depend on the scale and timing of the Policy Statement Amendment Project in 24/25 and other initiatives undertaken by Trust bodies that require support from Trust Area Services.</p>
<p><b>CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:</b></p> <p>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.</p> <p>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.</p>

Requested by: Trust Programs Committee,

Prepared by: Director, Trust Area Services, August 16, 2024

Reviewed by: Trust Programs Committee, August 26, 2024



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

**ISSUE/OPPORTUNITY:**

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

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

The details of previous support provided via Trust Programs Committee since 2018 is available on the [Support for Coordination Groups webpage](#).

Previous amounts budgeted by Trust Council for secretariat services in the last four years:

24/25 \$15,000 (TPC has allocated \$14,250 to date)  
23/24 \$12,000 (actual spent was \$11,985)  
22/23 \$15,000 (actual spent was \$12,513)  
21/22 \$12,000 (actual spent was \$12,976)

**PROJECTED RESULTS/DELIVERABLES:**

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

**RISK ASSESSMENT:**

No risks identified

**ALTERNATIVES CONSIDERED:**

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

Benefits: Additional Trust Area Services staff time for another initiatives

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

Financial implications: No funding required

Resource requirements: Staff time available for other work

Other implications: None

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

Benefits: Increased support available to coordination groups.

Risks: None

Financial implications: Larger budget required

Resource requirements: Would depend on the implementation selected by Trust Programs Committee

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

Other implications: None

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

Benefits: Would depend on the implementation selected by Trust Programs Committee

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

Financial implications: Smaller budget required

Resource requirements: Would depend on the implementation selected by Trust Programs Committee.

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

Other implications: None

**CRITICAL SUCCESS FACTORS:**

Critical success factors include:

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

**RECOMMENDED OPTION:**

That \$17,000 be budgeted for the Secretariat Services Program.

**COST/BENEFIT ANALYSIS:**

Quantitative:

- \$17,000 to fund requests from coordination groups in FY 2025/26. See also staff resourcing section below.

Qualitative:

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

**PURCHASING PROCEDURE:**

Any purchases will comply with the [Procurement Policy](#). Service contracts are typically offered via direct award. The Secretariat Services policy states that: *When Trust Programs Committee allocates funding from the Secretariat Services budget for Secretariat Services for a Coordination Group, the amount may not exceed the*

*direct award commitment spending level in Trust Council's Procurement Policy 6.5.3.*

**PROPOSED IMPLEMENTATION STRATEGY:**

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

Typically, Trust Programs Committee decides which groups to support in April, with contracts issued in May and final reports from coordination groups provided in March the following year.

**STAFF RESOURCING:**

The staff resources required will depend on the number of coordination groups supported by Trust Programs Committee in 25/26 and the nature of support offered. The program coordinator offers support to the Secretariat Services Program as a core duty of the position. At a minimum, staff hours needed are expected to be: program coordinator 75 hours, communications specialist 1 hour, and Director of Trust Area Services 20 hours, with additional time for administrative services staff to manage financial elements. The reasonableness of the staff hours in conjunction with other initiatives will somewhat depend on the scale and timing of the Policy Statement Amendment Project in 25/26 and other initiatives undertaken by Trust bodies that require support from Trust Area Services.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

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

In April 2022, the Executive Committee requested staff to develop policy regarding s. 8 (2) (h.1) (iii) and (iv) of the Islands Trust Act. This work has not begun as the Senior Policy Advisor position is dedicated to the Policy Statement Amendment project, and has not been backfilled for other work. If Trust Council did adopt new policy relating to s. 8 (2) (h.1) (iii) and (iv) of the Islands Trust Act staff will provide recommendations about budget implications and options. Staff would ensure that all interested and affected parties were kept informed.

Requested by: Trust Programs Committee

Prepared by: Director, Trust Area Services, August 14, 2024

Reviewed by: Trust Programs Committee, August 26, 2024

**ISLANDS TRUST**  
**Fiscal Year 2025/26**  
**PROPOSED LTC PROJECTS**

<b>ITEM</b>	<b>AMOUNT</b>	<b>TOTAL</b>	<b>Funding Source</b>
<b><u>Specific Projects &gt;\$5000:</u></b>			
DE: Denman Island Housing Review - Phase 2	\$ 12,000		taxes
GM:Gambier OCP/LUB Amendments Implementation	\$ 10,000		taxes
GB:Gabriola OCP/LUB - Phase 3	\$ 30,000		taxes
LA: OCP and LUB Review - Phase 1	\$ 15,500		taxes
MA: Housing Options - Year 2	\$ 8,000		taxes
NP:Housing Access and Affordability - Year 2	\$ 8,000		taxes
SS:OCP/LUB - Year 2	\$ 174,000	\$ 257,500	surplus/taxes
<b><u>Minor Projects Placeholder:</u></b>			
Pool for Allocation to LTCs in Year		\$ 36,500	
<b>Total Specific LTC Projects</b>		<b>\$ 294,000</b>	
<b><u>SSI LTC projects proposed for funding from Special Tax Reserve Funds:</u></b>			
SSIWPA Plan Coordination	\$ 55,000		surplus
SSI Groundwater Sustainability Strategy	16,500	\$ 71,500	surplus
<b>Total planned spending on LTC projects</b>		<b>\$ 365,500</b>	

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**To:** Financial Planning Committee      **For the Meeting of:** October 23, 2024

**From:** **Stefan Cermak, Director,**  
**Planning Services**      **Date Prepared:** September 27, 2024

**SUBJECT:** **Planning Services – Projects Feasibility Assessment**

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## PURPOSE

To provide the Financial Planning Committee with a feasibility assessment comparing Planning Services related budget case submissions for the next fiscal year (FY2025/26) to projected available staff resources.

## SUMMARY

Seven local trust committees have submitted business cases for Major LTC projects, requesting a total \$257,500 for the 2025/26 fiscal year. These are a mix of on-going and new projects. The focus of the new projects are on reviewing and updating OCPs and LUBs, while three on-going projects are addressing the housing crisis.

Local trust committees (LTC) may seek Trust Council approval to fund additional operations via a special tax requisition, only applicable to the specific Local Trust Area, if Trust Council does not approve the additional operations funding in the general budget.

Staff estimate a total 3600 hours of requested planner time based on business case submissions. The estimated annual availability of planner time on the Regional Planning Team time is 3000 hours (this is exclusive of time for leave, administrative tasks, required training and staff meetings, etc) or 2.5 FTE (full-time equivalents). Staff's assessment is that there is not sufficient staff resources to fully implement and manage the proposed projects as of March 1<sup>st</sup> 2024, but that the projects can be supported by delaying the start of projects, utilizing other senior planners or use of an auxiliary.

## BACKGROUND & ANALYSIS

Planning Services staff provides direct planning services to Trust Council's Regional Planning Committee and Local Trust Committees, allocated based on available resources as per Trust Council policies.

### Regional Planning Committee

Regional Planning Committee (RPC) undertakes projects to achieve actions in the Trust Council Strategic Plan and responsibilities as outlined in their terms of reference ([Policy 2.3.1](#)). RPC currently has three top priority projects:

1. Bylaw Compliance and Enforcement Review
2. Implementation of Housing Strategic Action Plan
3. Implementation of the Fresh Water Sustainability Strategy

## Local Trust Committees

### Major and Extraordinary Projects

Seven Local Trust Committees have submitted additional operations business cases requesting a total of \$214,000 for the 2025/26 fiscal year (Table 1) to support Major Projects. The focus of most projects is OCP/LUB reviews, with some finishing housing review projects. Five of the LTC business cases are for ongoing projects and two projects are new although would build on previous work.

It is the expectation of senior staff that most future Major Projects will be OCP / LUB reviews and updates, with most other LTC initiatives being undertaken as Minor Projects. This will allow the Regional Planning Team to focus on the systematic updating of OCPs and LUBs as recommended in the LPS review and Governance Review Annex 1.

*Table 1 RPC and LTC Committee 2025/26 Business Case Resources Summary*

Committee	Item	Amount	Estimated Planner Time (hours)	Fiscal Year of project	Endorsed by
DE	Housing Review	\$12,000	450	Year 3	LTC
GB	OCP and LUB Review	\$30,000	450	Year 3	LTC
GM	OCP/LUB amendments	\$10,000	450	New	LTC
LA	OCP/LUB Review	\$15,500	450	New	LTC, RPC
MA	Housing Options	\$8,000	300	Year 2	LTC, RPC
NP	Housing Access and Affordability	\$8,000	300	Year 2	LTC, RPC
SS	OCP & LUB Review	\$174,000*	1200**	Year 3	LTC
<b>Sub-Total</b>		<b>\$257,500</b>	<b>3600</b>		

Projected available planner hours

3100

\* \$128,500 unspent surplus, \$45,500 new

\*\*Contract Services may supplement these hours

### Minor Projects

Each LTC is permitted one minor active project (under \$5,000). The Salt Spring Island Local Trust Committee may have up to three projects (combined major and minor - pending available resources). Each LTC now has one minor project with the exception of Ballenas-Winchelsea LTC. A total budget of \$36,000 for these projects is captured in a separate line item in the proposed 2025/26 budget.

Minor projects are managed by the "Local Planning Team" consisting of senior planners assigned to undertake day-to-day planning functions of local trust committees, including managing minor bylaw amendments, processing of major applications and referrals, responding to enquiries, and administering local trust committee meetings.

### Funding Options

Trust Council may support all or some of the business cases as submitted. If Trust Council does not support the additional operations of LTCs as listed in Table 1, Trust Council special property tax requisitions ([Policy 6.3.2](#)) permit an individual LTC to request a special tax requisition. Special property tax requisitions are approved by Trust Council but only funded by the specific Local Trust Area requesting the funding and are not included in the general operations budget.

## Efficiencies

Trust Council policies were amended in 2022 to enhance the efficient and effective delivery of planning services. These policies include:

- Best Management Practices For Delivery of Local Planning Services ([Policy 5.9.1](#));
- Priority Setting/Review Guidelines ([Policy 6.2.1](#)); and
- Work Program, Follow-Up Action List and Priorities Report ([Policy 6.7.1](#)).

The policies are designed to support the systematic update of Official Community Plans (OCPs) and Zoning Bylaws / Land Use Bylaws (LUBs) on a regular basis, support realistic expectations for volume and timing of project completion, and the fair, efficient and equitable allocation of staff and financial resources for major and extraordinary Local Trust Committee projects (projects over \$5,000).

## Available Staffing Resources

Long range planning projects requested by the RPC and LTCs with budgets over \$5,000 will be undertaken by the Regional Planning Team. The Regional Planning Team consists of three Island Planners (senior planners), some support from the Senior Freshwater Specialist, support of a Regional Planning Manager and occasional support from other planners and administrative staff.

The Regional Planning Team is currently assigned 2.6 FTEs (one planner is working half time) an approximate total of 3100 effective hours during the fiscal year (this excludes time for leave, administrative tasks, staff meetings, training and staff events, etc).

Staff estimate a total of 3600 hours of requested staff time based on business case submissions and using the same staff hour assumptions. Salt Spring Island Local Trust Committee is also seeking contracted services to support their major project. Assuming that the current on-going Major Projects continue to adhere to the project timelines and no senior planner vacancies, the difference can be made up by deferring the start of one of the new Major Projects several months, utilizing Island Planners to lead projects or complete the legislative phase of Major Projects, or by the use of an auxiliary planner (funded by the 0.4 FTE of the half time planner). There are two unforeseeable circumstances that can result in project delays: staff vacancies and LTC decisions to extend the project timeline.

## ATTACHMENT(S):

1. None

## FOLLOW-UP:

Regional Planning Committee will be reviewing those LTC projects that have yet to be endorsed for screening against a draft priority matrix at their November 8, 2024 regular business meeting.

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**Prepared By:** Stefan Cermak, Director, Planning Services



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>Requested by</b> (<i>Committee or Operational Unit</i>): <b>DENMAN LTC</b></p>	<p><b>Budget Source</b> (select all that apply):</p>
<p><b>Department:</b> <b>LPS-Planning Services</b></p>	<p><input checked="" type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input 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>
<p><b>Name of Request:</b></p> <p>Final Phase Denman Island Housing Review (for OCP and LUB Amendments), Stage 2 - Phase 2 – Major Project</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> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="padding-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> <b>Other</b> 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.</p>
<p><b>\$ Value of Request</b> (<i>indicate by fiscal year and total if project is multi-year</i>):</p> <p>Fiscal year 2025-2026: \$12,000 ----- Budget to date: \$33,500 2022/23 = \$13,500 2023/24 = \$8,000 2024/25 = \$12,000</p>	
<p><b>Date of Submission to Finance:</b> September 2024</p>	<p><b>Funding Required for (date range):</b> April 1, 2025-March 31, 2026</p>

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS**

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

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

**ISSUE/OPPORTUNITY:**

The purpose of this business case is to support the third phase of what was defined in the 2023/24 business case and described in the related project charter as Phase 2C of the Denman OCP and LUB Housing Policy Review. The work the 2025/2026 fiscal year involves First Nations and community consultation, analysis of options and bylaw drafting, public hearing, communications materials, and legal review.

This is a continuation of this project which began in 2022 at which time a consultant was engaged to identify community priorities related to housing (Phase 1).

Phase 2 was initiated in fiscal 2023/24. Work during this Phase 2A contributed to prioritizing specific options for OCP and LUB Review. Work had been approved with a budget of \$18,000 for the 2024-2025 fiscal year. \$16,000 was provided to the K'omoks First Nation to support their engagement in the project. Phase 2, Stage 1 included:

- Public engagement facilitated by the Housing Advisory Planning Commission
- The initiation of engagement with K'omoks Nation staff
- K'omoks exploration of interests

Phase 2B was initiated in May 2024 with a focus on advancing policy and regulatory amendments that increase the permitted number of housing units to address housing need while preserving and protecting the natural environment. A budget of \$15,000 was allocated to this project for fiscal 2024/25 project to support First Nations engagement, community engagement and public hearings and legal review. Phase 2B involves:

- First Nations engagement
- Public engagement
- Amendments to the OCP and the LUB to increase housing number of permitted housing units to address housing need while considering environmental impact
- Identifying advocacy policies

The Denman Housing Review Project 2C (Fiscal 2025/26) involves further First Nations Engagement and the drafting of OCP and LUB amendments . Phase 2C will provide the opportunity to advance Islands Trust Strategic Interests related to:

- First Nations Reconciliation - The project focusses on continuing the engagement process with First Nations initiated in Phase 1.
- Contributing to the development of model bylaws for housing – This project is intended to produce bylaws that may be replicable in other Local Trust Areas.
- Preservation of ecosystems – A key focus of the project is supporting housing while considering the Islands Trust preserve and protect mandate.
- Demonstrating the use of suitable land analysis – Suitable land analysis will be used to inform LTC decision making.
- Demonstrating the use of the Islands Trust's Housing Toolkit – A number of tools in the toolkit are being used by staff and being shared with the Housing Advisory Planning Commission and the LTC to inform amendments to the OCP and LUB.

**This business case will support the continuation of work in Phase 2 of the Denman Islands Housing Review (Phase 2C).**

**PROJECTED RESULTS/DELIVERABLES:****Phase 2C Fiscal 2025/26 \$12,000 – First Nations Engagement, Bylaw Amendments**

- OCP and LUB amendments to support specific actions identified in the Draft Housing Action Plan for:
  - Expanded opportunities to build Secondary Suites and Accessory Dwelling Units

- Increased Opportunities for Non Profit Housing Development
- Permitting Alternative Housing Approaches
- Reducing Ecological Footprint of New Builds

**RISK ASSESSMENT:**

Factors potentially affecting the timing of project deliverables:

- Regional Planning Team (RPT) capacity to manage the project in 2025/2026
- First Nations’ capacity and timing may not align with project timelines
- The LTC may choose to not proceed with amendments
- Costs may exceed the budget due to consultation or other factors

**ALTERNATIVES CONSIDERED:**

**Option 1: Proceed no further.** Staff time and funding are not allocated to the project. Under this alternative the project does not complete bylaw drafting, does not proceed to bylaw readings.

**Option 2: Proceed as a Minor Project.** Should funding not be provided, the LTC may consider completing the work as a sequence of ‘minor projects’ with reduced scope, budget and deliverables.

**Option 3: Reduced funding.** This will limit the project scope of work and deliverables, limiting the ability to complete the project in the next fiscal.

**CRITICAL SUCCESS FACTORS:**

The project would be considered successfully completed if relevant amendments to the OCP and LUB are adopted by the end of the 2025/26 fiscal year. Longer term success would be measured through improvements to housing options, accessibility and affordability.

**RECOMMENDED OPTION:**

The recommended option is to fund the third year of the project as a Major LTC Project at the requested amount of \$12,000 for the coming fiscal year. This provides sufficient funding to complete the bylaw phase with continued project management by a Regional Planning Team planner.

**COST/BENEFIT ANALYSIS:**

Quantitative Analysis:

\$12,000 for fiscal 25/26

- Consultation ( First Nations, partners, community, communications) - \$5,000
- Public hearing - \$2,000
- Communications - \$3,000
- Legal Contingency - \$2,000

Qualitative Analysis: Project would contribute to and benefit from efficiencies associated with similar projects in other LTAs.

**PURCHASING PROCEDURE:**

N/A

**PROPOSED IMPLEMENTATION STRATEGY:**

Deliverable/Milestone	Date
<b>Phase 2C – Options Requiring More Detailed Analysis and Engagement</b>	
First Nations Engagement	April 2025 – Septembe2025
Bylaw Drafting/Community Engagement where required	April 2025 – June 2025

Legal Review	April 2025 – June2025
Bylaw readings/ CIM	April - June 2025
Provincial Referral	June 2025

**STAFF RESOURCING: Estimated hours**

- 0.33 FTE (450 hrs) Regional Planning Team Project Manager
- 0.05 FTE (50 hrs) Planning Team Support
- LTC Planner, up to 40 hours
- RPM, up to 10 hours
- 0.10 (180 hrs) Other support (Admin, communications, mapping, SIRA)

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

- This project involves significant engagement with the K’omoks Nation. As such it is likely that other projects will emerge.
- Adoption of the bylaws will involve communications with the community and First Nations. The budget request will include public outreach and website updates normally completed as part of the organization’s standard communications for bylaw updates.

**Requested by** Denman Island Local Trust Committee

**Prepared by:** Narissa Chadwick, Island Planner/ July 7, 2024

**Reviewed by :** Renée Jamurat, Regional Planning Manager/ July 30, 2024



**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>Requested by (Committee or Operational Unit):</b> Gambier Island Local Trust Committee</p> <hr/> <p><b>Department:</b> Planning Services</p> <hr/> <p><b>Name of Request:</b> Final Phase Gambier Island OCP and LUB Amendments Implementation- Major Project</p> <hr/> <p><b>\$ Value of Request</b> \$10,000</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> <ul style="list-style-type: none"> <li><input type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input 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> <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> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="margin-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> <b>Other – please describe:</b> _____</p> <p>For fiscal year 2025-26:</p> <ul style="list-style-type: none"> <li>- Legal review of potential OCP/LUB amendments to implement Squamish Nation engagement high priority recommendations (i.e. Heritage Conservation Area(s) and Shoreline Development Permit Area(s)); legislative review process (community information meeting, referrals, public hearing, post adoption communications)</li> </ul>
<p><b>Date of Submission to Finance:</b></p>	<p><b>Funding Required for (date range):</b> April 2025 – March 31, 2026</p>

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

The most recent Islands Trust Council [Strategic Plan 2018-2022](#) contains objectives to:

- To preserve and protect marine ecosystems
- Undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore
- Preserve, protect and advocate for forest and terrestrial ecosystems

This project would support the achievement and implementation of these objectives in the Gambier Island Local Trust Area.

**ISSUE/OPPORTUNITY:**

Initiated in 2022, the Gambier Island OCP and LUB targeted review is a top-priority project and requires implementation/completion in the 2025/26 fiscal. The project is aimed at these focussed and interconnected topic areas: heritage preservation and protection (indigenous natural and cultural heritage), and protection of shoreline and forest ecosystems. This targeted review process and resulting amendments to the OCP and LUB would address issues and provide opportunities as follows:

- Strengthen relations with First Nations in the Howe Sound region, honouring the Gambier reconciliation standing resolution # GM-2019-061 and the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningful engagement with Sk̓wx̓wú7mesh/Squamish Nation, and others, working to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.
- Update Gambier Island's OCP, which has not been substantially updated since 2001 and 2004 respectively, and to be reflective of reconciliation and First Nations engagement, including acknowledgement of First Nations treaty and territorial rights and title, including place, context and inherent rights.
- Aligns and advances the Islands Trust Strategic Plan Objective "to preserve and protect marine ecosystems" and Strategy to "undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore," by specifically reviewing and strengthening Gambier shoreline protection policies and regulation, and incorporating work to-date advanced by the Regional Planning Committee.
- Aligns and advances the Islands Trust Strategic Plan Objective "Preserve, protect and advocate for forest and terrestrial ecosystems", by reviewing and strengthening Gambier forest protection policies and regulations as guided by the Islands Trust Toolkit for the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems. There are thirteen Coastal Western Hemlock (CWH) ecosystems under threat in this region and are under-protected. Only 2% of CWH ecosystems in the Salish Sea region are protected, highlighting the urgent need to conserve remaining mature and old-growth forests\*.

The LTC is seeking funds to support the completion of the project which includes a comprehensive legal review and the legislative process after first reading.

\* Islands Trust Conservancy, *Gambier Island Local Trust Area Coastal Western Hemlock Forests, Forest Fact Sheets*, June 2020

**PROJECTED RESULTS/DELIVERABLES:**

	Date Range	Budget Request
Funding Request Final Phase: Legal Review and Legislative Process and Implementation (2025-2026)		\$10,000
Legal Review of Heritage Conservation Area(s) and Development Permit Area(s) in draft OCP and LUB	Spring 2025	\$6,000
1 <sup>st</sup> reading, further engagement, referrals to First Nations and agencies	Spring/Summer 2025	0
Consideration of changes and 2 <sup>nd</sup> reading	Fall 2025	0
Community Information Meeting and Public Hearing	Fall/Winter 2025	\$2,000
3 <sup>rd</sup> reading	Winter 2025	0
Forward to Executive Committee and Ministry of Municipal Affairs	Winter 2025	0
Final Adoption	Spring 2026	0
Bylaw amendment communications	Spring 2026	\$2,000

**RISK ASSESSMENT:**

- Factors potentially affecting the timing of project deliverables include the Regional Planning Team capacity to manage the project in 2025/2026 along with other competing LTC projects that are yet to be approved for that timeframe.
- Unanticipated timing delays or extensions due to change of scope, trustee or staff availability/capacity, coordination with other IT projects, or other factors.
- Further delays to updating the OCP/LUB reflecting the engagement with the community and First Nations may necessitate a need to re-engage in the future.

**ALTERNATIVES CONSIDERED:**

**Option 1: Proceed no further.** The benefit of not proceeding further is budget savings. The risk of not implementing the First Nations engagement recommendations into updated policies and regulations may adversely impact relations with First Nations and threaten culturally significant areas of the island with status quo development.

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

The following are identified as critical for this project to be successful:

- Staff capacity in the Regional Planning Team and staff support.

The project would be considered successfully completed if the amendments to the OCP and LUB are adopted. Success could be measured over the longer term through measurables such as improved relations with First Nations and updated policy and regulatory bylaws to address their interests and concerns. Success can also be measured by evaluating how many LTCs are able to borrow the planning research, First Nations engagement framework and draft policies/regulations in their own reconciliation efforts.

**RECOMMENDED OPTION:**

The present funding request is for \$10,000 for fiscal 2025/26 to allow the Gambier Island OCP-LUB project to be implemented and completed.

**COST/BENEFIT ANALYSIS:** *(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:

\$10,000.00 for fiscal 2025/2026 for Final Phase (Implementation)

Qualitative Analysis:

- Funding is necessary to update policies and regulations to expand the scope of protections in the OCP and LUB for island forests, shorelines, and Indigenous heritage.
- Project completion of these final steps may include benefits such as improved First Nations relations and implementation of actions towards effective reconciliation.

**PURCHASING PROCEDURE:**

N/A

**PROPOSED IMPLEMENTATION STRATEGY:** *(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?)*

- See Projected Results/Deliverables above.
- Results in updated OCP and LUB bylaws for Gambier Island.
- Advances Islands Trust Strategic Plan Objectives.
- Implementing actions in the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningful engagement with First Nations, to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.
- Updated DAI Bylaw

**STAFF RESOURCING:** *(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 project would be managed by an Island Planner assigned from the Regional Planning Team, estimated at 450 hours, with support from the Gambier Island Planner (up to 40 hours), RPM (up to 10 hours), admin support (up to 20 hours subject to other approved major projects) and support from the Senior Indigenous Relations Advisor (40 hours), GIS staff (20 hrs) and communications staff (40 hrs).

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** *(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?)*

Adoption of the bylaws will involve communications with the Gambier Island community and First Nations. The budget request will include public outreach and website updates normally completed as part of the organization’s standard communications for bylaw updates.

**Requested by** (Committee or Business unit): Gambier Island Local Trust Committee

**Prepared by:** Sonja Zupanec, Island Planner / August 13, 2024

**Reviewed by:** Renée Jamurat, Regional Planning Manager / August 20, 2024



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

TO BE COMPLETED BY INITIATOR	
<b>Requested by</b> ( <i>Committee or Operational Unit</i> ): <b>GABRIOLA LTC</b>	<b>Budget Source</b> (select all that apply):  <input checked="" type="checkbox"/> <b>Specific Project Funding</b> (select all that apply) <input type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input checked="" type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software  <input type="checkbox"/> <b>Furniture &amp; Equipment</b>  <input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b>  <input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool) <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary Temp Duration: _____  <input checked="" type="checkbox"/> <b>Other – please describe:</b> 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.
<b>Department:</b> <b>LPS-Planning Services</b>	
<b>Name of Request:</b>  Phase 3 - Gabriola OCP and LUB Review - Major Project (Year 3 of project)	
<b>\$ Value of Request</b> ( <i>indicate by fiscal year and total if project is multi-year</i> ):  <b>2025-2026 - \$30,000</b>  Total to-date: \$95,000 2023-24 -/2024 \$18,000 2024-25-/2025 \$77,000	
<b>Date of Submission to Finance:</b> September 2024	<b>Funding Required for (date range):</b> April 1, 2025-March 31, 2026
<b>TIE TO ISLANDS TRUST GUIDING DOCUMENTS</b> Trust Council <a href="#">Strategic Plan 2018-2022</a> contains objectives to: <ul style="list-style-type: none"> <li>- Preserve, protect and advocate for forest and terrestrial ecosystems</li> <li>- To preserve and protect marine ecosystems</li> <li>- Mitigate and adapt to climate change impacts</li> <li>- Strengthen Housing Affordability Throughout the Islands Trust Area</li> </ul>	

**ISSUE/OPPORTUNITY:**

The Gabriola Island OCP and LUB has not been substantially updated since 1997 and 1999 respectively. The review will substantially update the bylaws addressing a number of Islands Trust Strategic objectives and emerging issues. As the first substantial OCP/LUB review undertaken by the regional planning team the project and resulting bylaw amendments will serve as a model for other LTC OCP/LUB reviews.

The OCP and LUB review (Phase 3) will provide the opportunity to advance Islands Trust Strategic Interests related to:

- First Nations Reconciliation - The project will involve developing a process to engage First Nations at the front end of the project to identify how they would like to be involved and then integrating Nations perspectives as appropriate. This may involve hiring a First Nations engagement specialist.
- Addressing affordable and attainable housing- the project prioritizes housing.
- Preservation of ecosystems both terrestrial and marine – the project will involve reviewing DPAs. The work will begin with reviewing the suitable land analysis that is currently being developed. It will involve review and potential updates to DPAs and updated mapping based on existing data.
- Advancing objectives of the Freshwater Sustainability Strategy related to freshwater sustainability and the health of the watershed- the project will consider work that has been done for Galiano and North Pender to create an aquifer protection DPA and update proof of water regulations.
- Development of a process (including public engagement) and bylaws that could serve as a model for other LTC OCP/LUB reviews.

By the end of Phase 3 it is anticipated that a first draft of the revised OCP will be complete. This will include new mapping and guideline development for new DPAs. Phase 3 will also involve amending the LUB to ensure consistency with the revised OCP. The anticipated cost of Phase 3 is \$30,000 to support First Nations engagement, legal review, public engagement, communications and mapping DPAs.

The OCP and LUB review process will be informed by the OCP and LUB Review Phases 1 and 2. These phases of the project involved:

- Early First Nations engagement
- A community engagement process contributing development of draft Gabriola Vision 2050
- Suitable Land Analysis and Build Out Analysis
- Community engagement on key topics
- DPA review
- Initiation of bylaw drafting

**With this business case the LTC is seeking the funds to support Phase 3.**

**PROJECTED RESULTS/DELIVERABLES:****Phase 3 Fiscal 2025/26 \$30,000 – DPA Development, OCP completion and Initiation of LUB review:**

- Continuing First Nations engagement
- Revision of DPAs to include new mapping
- Communications and Engagement
- Drafting OCP Bylaw and Legal Review
- Legislative Process: OCP bylaw readings, CIMs and Public Hearing, Ministerial Approval, Adoption
- LUB amendment drafting

The Gabriola OCP will provide model policies for other LTCs and a model process to demonstrate the successive process of updating the LUB to ensure OCP consistency.

**Previous Phases:**

**Phase 2 Fiscal 2024/2025 \$77,000 - Data Collection and Discussion**

- First Nations consultation
- Compiling baseline/technical information
- Suitable Land Analysis
- Water Balance Assessment
- Engagement on key topics
- Initiation of bylaw drafting

**Phase 1 Fiscal 2023/2024 \$18,000 – Gabriola Visioning 2050**

- Initial FN consultation
- APC/HAPC/Community Engagement
- Public Education

**RISK ASSESSMENT:**

Factors potentially affecting the timing of project deliverables:

- Regional Planning Team (RPT) capacity to manage the project in 2025/2026;
- Capacity and available expertise to support mapping and data needs within the budget;
- Available capacity from supporting staff;
- First Nation capacity and interest to engage may not align with project timelines;
- Ability to retain an Indigenous consultant to assist with FN engagement.

Financial implications:

- Cost may exceed the budget due to additional consultation needs or other factors.

Resource requirements:

- RPT has allocated time to the continuation of this project in anticipation of budget approval.
- Overall staff resourcing from the RPT to complete all major projects is limited and may not be able to accommodate any extensions to project timeline and work scope.
- Overtime hours have not been estimated at this time, however it is reasonable to expect based on a project of this kind.

**ALTERNATIVES CONSIDERED:**

**Option 1: Proceed no further.** Staff time and funding are not allocated to the project. Under this alternative the project does not complete bylaw drafting, does not proceed to bylaw readings.

**Option 2: Proceed as a Minor Project.** Should funding not be provided, the LTC may consider completing the work as a sequence of 'minor projects' with reduced scope, budget and deliverables. This would limit the planned engagement and DPA work.

**Option 3: Reduced funding.** This will limit the project scope of work and deliverables such as DPA work, engagement and communications.

**CRITICAL SUCCESS FACTORS:**

- Allocation of planning services staff time (Regional Planning Team and staff support)
- First Nations engagement
- Islands Trust staff resources used for DPA mapping work
- The project would be considered successfully completed if the amendments to the OCP and LUB are adopted. Success could be measured over the longer term through measurables such as improved relations with First Nations and updated policy and regulatory bylaws to address their interests and

concerns. Success can also be measured by evaluating how many LTCs are able to use the model policies and model process of updating their LUBs for OCP consistency.

**RECOMMENDED OPTION:**

The present funding request is for \$30,000 for fiscal 2025/26 to allow the Gabriola Island OCP-LUB project to progress through Phase 3.

**COST/BENEFIT ANALYSIS:**

Quantitative Analysis:

\$30,000 for fiscal 2025/26 for Phase 3

- \$10,000 - First Nations Consultation
- \$10,000 – DPA mapping
- \$6,000 – Communications and Engagement
- \$4,000 – Legal Review

Qualitative Analysis:

- If no action is taken, Gabriola Island forests, shorelines and indigenous heritage may be at risk of continued.
- Degradation from future rural development, and housing affordability will continue to be an issue.
- Undertaking the project may include benefits such as improved First Nations relations and implementation of actions towards effective reconciliation, enhanced protection of marine, forest and terrestrial ecosystems.

**PURCHASING PROCEDURE:**

Not applicable if the work is done in-house by staff. However there will be other financial services required such as legal review, capacity work agreements, and hiring consultants were necessary as identified through a work program.

**PROPOSED IMPLEMENTATION STRATEGY:**

Deliverable/Milestone	Date
First Nations Engagement	April 2025 – March 2026
DPA Mapping	April 2025 – November 2025
Public Engagement	April 2025 – March 2026
OCP Bylaw Drafting	March 2025 –Sept 2026
Legal Review	March 2025 –Nov. 2025
Bylaw readings/ CIM	Jan 2026 – March 2026
OCP Provincial Referrals	January 2026 - TBD
LUB Drafting	January 2026 – June 2026

**STAFF RESOURCING:**

- 450 hours (0.33 FTE) Regional Planning Team Project Manager
- Up to 100 hours LTC Planner Support
- 180 hours (0.10 FTE) GIS - Mapping
- Up to 90 hours Administrative Support \*subject to other approved major projects
- 180 hours (0.10 FTE) Communications Specialist
- Up to 20 hours Regional Planning Manager
- Overtime is expected for Planner and Administration staff hours.
- Overall staff resourcing from the RPT to complete all major projects is limited and may not be able to accommodate any extensions to project timeline and work scope.

- It is anticipated that staff resources to support RPT projects from the existing staff allocation is feasible, however in a limited capacity.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

- Significant engagement with the Snuneymuxw First Nation will strengthen this project. To date their interests have not been clearly identified.

**Requested by:** Gabriola Island Local Trust Committee

**Prepared by :** Narissa Chadwick, Island Planner / August 21, 2024

**Reviewed by:** Renée Jamurat, Regional Planning Manager / August 26, 2024



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

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

TO BE COMPLETED BY INITIATOR	
<p><b>Requested by (Committee or Operational Unit):</b> Lasqueti Island Local Trust Committee</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> <ul style="list-style-type: none"> <li><input type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input 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> <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> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="padding-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> <b>Other – please describe:</b> _____</p> <p>For fiscal year 2025-26:</p> <ul style="list-style-type: none"> <li>- Community consultation, shoreline value mapping exercise, First Nations consultation, support for advisory bodies, and contingency</li> </ul>
<p><b>Department:</b> Planning Services</p>	
<p><b>Name of Request:</b> Phase 1 Lasqueti Island OCP and LUB Review - Major Project</p>	
<p><b>\$ Value of Request</b>  \$15,500</p>	
<p><b>Date of Submission to Finance:</b></p>	<p><b>Funding Required for (date range):</b> <b>April 1, 2025 – March 31, 2026</b></p>
<p><b>TIE TO ISLANDS TRUST GUIDING DOCUMENTS:</b> <i>(Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide relevant reference, along with hyperlinks to external documents where available.)</i></p> <p>The most recent Islands Trust Council <a href="#">Strategic Plan 2018-2022</a> contains objectives to:</p> <ul style="list-style-type: none"> <li>- Preserve, protect and advocate for forest and terrestrial ecosystems</li> </ul>	

- To preserve and protect marine ecosystems
- Mitigate and adapt to climate change impacts
- Strengthen Housing Affordability Throughout the Islands Trust Area

This project would support the achievement and implementation of these objectives in the Lasqueti Local Trust Area.

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

The Lasqueti Island Local Trust Committee would like to build on the work completed to date regarding minor updates to the OCP and LUB by undertaking a fulsome review of the Official Community Plan (OCP) and Land Use Bylaw (LUB) to inform necessary updates, estimated to be completed in the next three fiscal years. This project will fill gaps that were not addressed in the existing project to review the OCP. The existing project is a minor project with a limited scope which has resulted in some emerging issues not being addressed. This project will seize opportunities to improve communication and relationships with First Nations, and engage with the Island community in order to address future housing needs, climate change, shoreline planning, and work towards Islands Trust strategic goals.

Phase 1 of this project is proposed to include community consultation, First Nations engagement and staff analysis to inform the future re-write of the OCP and LUB in the subsequent fiscal year.

As a Major Project, the initiative would be managed by the Regional Planning Team.

**LA-2024-005**

**It was MOVED and SECONDED**

that the Lasqueti Local Trust Committee direct staff to prepare a business case for the 2025/26 budget that includes:

1. Completion of any unfinished items from the OCP/LUB Review Project - Charter version 6.1, dated May 2024
2. Items 2, 3, and 4 from the Future Projects Report, dated April 29, 2024
3. Land Use Bylaw review and potential revisions arising from OCP amendments.
4. An updated community vision statement.

**CARRIED**

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

Benefits: The project, when completed would result in a new OCP and LUB that would address First Nations concerns and interests; enhance the protection of marine, forest and terrestrial ecosystems; strengthen policies to support affordable housing; enhance resiliency to climate change; and take proactive action on managing mooring buoys. This will also result in greater clarity to applicants and staff when evaluating planning applications and development proposals.

Anticipated Deliverables could include:

Funding Request for <b>Proposed</b>	When	Estimated Budget
<b>Phase 1 (2025/26):</b> Consultation, Confirming Topics		

First Nations engagement and consultation to confirm their interests, concerns and recommendations regarding future land use planning on Lasqueti Island and necessary policy and regulatory updates ;	Spring/Summer/Fall 2025	\$8,000
APC and Community engagement and consultation to map community values along the shoreline of Lasqueti Island; draft a new vision statement for the OCP and gauge support for Phase 2 review topics and necessary policy and regulatory updates;	Summer 2025 to Winter 2026	\$5,000
Staff analysis and recommendations	Winter/Spring 2026	\$1,000
Contingency		\$1,500
Phase 2: OCP and LUB Drafting and Community and FN Engagement,	<b>Future Business Cases to be prepared for work extending beyond the 2025-26 Fiscal Year.</b>	
	<p><b>Proposed Phase 2 (2026/27):</b></p> <ul style="list-style-type: none"> <li>- Ongoing community engagement;</li> <li>- Update the OCP and LUB to align with the model bylaw template; the Regional Conservation Plan, and Coastal Douglas-Fir Toolkit;</li> <li>- Update OCP objectives, policies advocacy policies and LUB regulations related to subdivision, housing, feral sheep, conservation targets, climate change, and Short-term Vacation Rentals and Tourism;</li> <li>- Develop a management plan for mooring buoys and access to the shoreline in Scottie Bay;</li> <li>- Develop a marine conservation designation and zone.</li> </ul>	
Phase 3: Legislative Review and Bylaw Readings	<b>Future Business Cases to be prepared for work extending beyond the 2025-26 Fiscal Year.</b>	

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

There are several contingencies that could negatively affect the project outcome or deliverables:

Financial implications –

- Costs may exceed the budget due to consultation, change of scope, or other unanticipated factors.

Resource requirements –

- Staff resources: The regional planning team may not be able to support the project due to other on-going projects or limited staff capacity. In addition, it is anticipated that overtime hours may be required for any engagement events and business meetings that occur outside of regular business hours.
- It is estimated that the following staff and support is needed for this project: Regional Planning Team Planner = 450 hrs; Lasqueti Planner up to 40 hours; Regional Planning Manager = 10 hrs; Senior Indigenous Relations Advisor = 20 hrs; Admin = up to 100 hrs subject to other approved major projects; GIS = 20 hrs; Communications = 40 hrs.
- Unanticipated timing delays or extensions due to change of scope, trustee or staff availability/capacity, coordination with other IT projects, or other factors.
- Overtime hours have not been estimated at this time, however it is reasonable to expect based on a project of this kind.

Other implications –

- In a scenario where the current proposed OCP bylaw does not get adopted prior to commencement of this project, staff would be unable to proceed until the existing project is substantially completed (i.e. bylaw is forwarded to Minister for adoption). This would be due to limited staff resources to both complete an existing project and initiate a new project concurrently.
- First Nations' capacity, interest/priority, and timing may not align with project timelines.
- Project will not be completed prior to the current LTC term ending, and new elected officials may have different priorities outside of the scope of this project. In this scenario, staff would not prepare a business case until the new LTC requests a review of land use bylaws.
- Once the project is underway, the LTC may choose to not advance the draft bylaw to readings.

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

Option 1: Status quo - Staff time and funding are not allocated to the project and the work does not proceed this fiscal year.

Benefits – Staff time will be focussed to completing existing projects and LTC meeting business, and any new approved minor projects. The Regional Planning Team may provide a checklist for all OCPs and prioritize reviews through the Regional Planning Committee (re: Policy 5.9.1, section B.1.3).

Risks – Restricted time left in LTC term to take on a major project in another fiscal year.

Financial implications – Trust Council does not budget funding for this project.

Resource requirements – none.

Other implications – Regional Planning Team time would be allocated to major projects for other Local Trust Areas.

Option 2: Proceed with specific priority aspects of this request as a Minor LTC Project. This would limit the project budget to a maximum of \$5,000 per fiscal year and limit the scope of the project so that not all LTC identified issues would be addressed.

Benefits – More chance of success to complete the project within the LTC term.

Risks – New changes that come up through the process would be out of scope. Would not address all the LTC's requested items. Could be a challenge to conduct fulsome engagement with First Nations and the community given the limits of minor project resources. Over time, could result in numerous minor projects which may be a less efficient use of staff time when compared to a single major project.

Financial implications – Budget is less than a major project and can likely be accommodated within the minor project budget through Planning Services.  
Resource requirements – May still require time of other support staff.  
Other implications – Will delay addressing some LTC identified issues with bylaw amendments. Would not allow for all interrelated factors and topics to be considered in a single project.

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

The following are identified as critical for this project to be successful:

- Completion of the current minor project to amend the Lasqueti OCP
- Sufficient capacity and interest from First Nations to engage on the project
- Staff capacity in the Regional Planning Team and staff support

The project would be considered successfully completed if relevant amendments to the OCP and LUB are adopted. Success could be measured over the longer term through measurables such as:

- Improved relations with First Nations and updated policy and regulatory bylaws to address their interests and concerns;
- Observation of stable and healthy terrestrial and marine ecosystems.

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

The recommended option is to fund the initiative as a Major LTC Project at the requested amount of \$15,500 for the coming fiscal year. This provides sufficient funding for consultation and for project management by a Regional Planning Team planner. The alternative is for the LTC to proceed, with only some of the work, as a Minor Project. If taken on as a minor project, the project scope would be reduced.

**COST/BENEFIT ANALYSIS:** *(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: \$15,500 for fiscal 2025-26 for Year 1

- Consultation (APC, First Nations, stakeholders, community, communications) – \$13,000
- Staff analysis and recommendations – \$1,000
- Contingency –10% contingency of the total fiscal year cost – \$1,500

Qualitative Analysis:

- Undertaking the project may include benefits such as improved First Nations relations and implementation of actions towards effective reconciliation, enhanced protection of marine, forest and terrestrial ecosystems;
- The project may also strengthen policies to support affordable housing; and enhance resiliency to climate change.

**PURCHASING PROCEDURE:** *(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.)*

Not applicable if the work is done in-house by staff. However there may be other financial services required such as legal review and capacity work agreements, as identified through a work program.

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

The project is proposed to be completed over three fiscal years, with Year 1 primarily consisting of consultation and review of options, Year 2 consisting of drafting, review and adoption of OCP and LUB bylaws, and Year 3-4 consisting of the legislative process review and adoption.

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

The project would be managed by an Island Planner assigned from the Regional Planning Team, estimated at 450 hours, with support from the Lasqueti Island Planner (up to 40 hours), RPM (up to 10 hours), admin support (up to 100 hours subject to other approved major projects) and support from the Senior Indigenous Relations Advisor (40 hours), GIS staff (20 hrs) and communications staff (40 hrs).

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

This project will involve communications with the Lasqueti Island community and with First Nations. The budget request will support the communications and engagement with these communities.

**Requested by** (Committee or Business unit): Lasqueti Island Local Trust Committee

**Prepared by:** Stephen Baugh, Island Planner / June 24, 2024

**Reviewed by:** Renée Jamurat, Regional Planning Manager / June 28, 2024

# OCP/LUB Review Project

Lasqueti Island Local Trust Committee

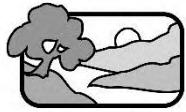
Date: June 2024

**Purpose:** To review and update the Lasqueti Official Community Plan policies and Land Use Bylaw regulations pertaining to First Nations interests, subdivision, housing, short term vacation rentals, conservation, and protection of the natural environment. Outcomes of this project will include a new OCP and LUB as well as a management plan for Scottie Bay.

**Background:** The LTC identified several topics as priorities for policy and regulation development in May 2024 stemming from engagement for a previous OCP project. It is understood that additional public engagement as well as engagement with First Nations on the identified topics will be required prior to developing specific policy and regulatory language.

Project Team	
Regional Planning Manager	Project Sponsor
Regional Planning Team Planner	Project Manager / Planner
Senior Indigenous Relations Advisor	IT First Nations Liaison
Island Planner	Planner Support
Legislative Clerk	Legislative Process / Bylaw Review

Budget		
Fiscal	Item	Cost
2025-26	First Nations Engagement	\$8,000
2025-26	Community Engagement	\$5,000
2025-26	Staff analysis and recommendations	\$1,000
2025-26	Contingency	\$1,500
2025-26	<b>Total</b>	<b>\$15,500</b>
2026-27	OCP and LUB Drafting and Consultation	TBD
2027-28	OCP and LUB Legislative Review and Adoption	TBD



Islands Trust

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

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>Requested by:</b></p> <p><b>Mayne Island Local Trust Committee</b></p> <hr/> <p><b>Department:</b></p> <p><b>Planning Services</b></p> <hr/> <p><b>Name of Request:</b></p> <p><b>Mayne Island Housing Options Project (Year 2 of project)</b></p> <hr/> <p><b>\$ Value of Request (indicate by fiscal year and total if project is multi-year):</b></p> <p><b>FY 2026: \$8,000</b> <b>FY 2025: \$10,000</b></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> <ul style="list-style-type: none"> <li><input type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input 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> <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> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary Temp Duration: _____</li> </ul> <p><input checked="" type="checkbox"/> <b>Other – please describe: _community engagement, First Nations engagement, public hearing, legal contingency</b></p>
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<p><b>Date of Submission to Finance:</b></p> <p><b>LTC resolution: July 29, 2024</b></p>	<p><b>Funding Required for (date range): Apr 2025 to Dec 2025</b></p>
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**TIE TO ISLANDS TRUST GUIDING DOCUMENTS:**

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

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

**ISSUE/OPPORTUNITY:** This on-going project (current phase commenced May 2024) is intended to address the need for an increase in housing options. The Mayne Island LTC has been engaged in reviewing housing options for the past four years. This request is to support the continuation of the current phase of the Mayne Island housing project. This phase includes First Nations and community consultation, and OCP and LUB updates to increase housing options.

The first phase of this project supported the Islands Trust’s Strategic Plan Goal to “Strengthen housing affordability throughout the Trust Area” by:

- Contributing to the creation of a Trust Wide Housing Toolkit
- Amending the Mayne bylaws to permit flexible housing, and providing a model for other bylaws
- Demonstrating the value of suitable land analysis contributing to suitable land analysis being done for all Trust Area to contribute to their housing project

Phase 2 (current phase) would support the Islands Trust’s Strategic Plan Goal to “Strengthen housing affordability throughout the Trust Area” by:

- Utilizing the Islands Trust Housing Toolkit
- Amending Mayne OCP and LUB to permit further housing options, specifically expanded secondary suites areas, expanded flex housing areas and density bonuses for land for affordable housing
- Contributing to the design of more model bylaws for housing
- Supporting the CRD’s Gulf Islands Housing Strategy actions related to increasing housing options
- Demonstrating the value of partnership building with non-profits and the Capital Regional District in the development of housing

**PROJECTED RESULTS/DELIVERABLES:** The project will include exploring and implementing LUB and OCP amendments to support actions identified in the Draft Housing Action Plan for the following:

- Expanded opportunities to build Secondary Suites and Accessory Dwelling Units
- Increased Opportunities for Non Profit Housing Development
- Permitting Alternative Housing Approaches
- Reducing Ecological Footprint of New Builds

In the 2025 fiscal year work involves First Nations and community consultation, evaluation of options and bylaw drafting. The proposed FY2026 request (\$8,000) would fund any further engagement, the bylaw process, including a public hearing, communications materials, and includes a small contingency for a legal opinion.

**RISK ASSESSMENT:** There are several contingencies that could negatively affect the project outcome or deliverables:

1. Lack of staff resources: the regional planning team may not be able to support the project due to other on-going projects or staff shortages
2. First Nations’ capacity and timing may not align with project timelines
3. The LTC may choose to not proceed with amendments
4. Costs may exceed the budget due to consultation or other factors

**ALTERNATIVES CONSIDERED:**

**Option 1:** Staff time and funding are not be allocated to the project: under this alternative the project does not proceed to the bylaw phase, or the LTC considers completing the work as a ‘minor project’

**Option 2:** Reduced funding: This may limit the ability to complete the project in the next fiscal.

**CRITICAL SUCCESS FACTORS:** Near term success if relevant amendments to the OCP and LUB are adopted. Longer term success would be measured through improvements to housing options, accessibility and affordability.

**RECOMMENDED OPTION:** The recommended option is to fund the second year of the project as a Major LTC Project at the requested amount of \$8,000 for the coming fiscal year. This provides sufficient funding to complete the bylaw phase with continued project management by a Regional Planning Team planner.

**COST/BENEFIT ANALYSIS:**

Quantitative Analysis: \$8,000 for fiscal year 2025

- Consultation ( First Nations, partners, community, communications) - \$2,000
- Public hearing - \$2,000
- Communications - \$2,000
- Legal Contingency - \$2,000

Qualitative Analysis: project would contribute to and benefit from efficiencies associated with similar projects in other LTAs.

**PURCHASING PROCEDURE:** N/A

**PROPOSED IMPLEMENTATION STRATEGY:**

Early engagement with First Nations - COMPLETED	June 2024
Engage partners (eg. Habitat for Humanity, CRD, MIHS) - COMPLETED	June 2024
LTC review of analysis, issues and opportunities – ON-GOING	Sept-Dec. 2024
Community Consultation as needed – ON-GOING	Sept – Dec 2024
Bylaw Drafting	Jan – March 2025
Bylaws Readings/ Referrals/ Public Hearing	April – Sept 2025
OCP Amendments to EC/Province	October 2025
Final Adoption	TBD

**STAFF RESOURCING:**

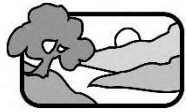
0.25 FTE Regional Planning Team Project Manager  
 0.10 FTE Planning Team Support (RPM)  
 0.10 Other support (Admin, communications, mapping, SIRA)

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:** N/A

**Requested by** (Committee or Business unit): Mayne Island Local Trust Committee

**Prepared by** (name, title)/date: Narissa Chadwick, Island Planner

**Reviewed by** (name, title)/date: Robert Kojima, Regional Planning Manager



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>Requested by (Committee or Operational Unit):</b> North Pender Island Local Trust Committee</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> <ul style="list-style-type: none"> <li><input type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input 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> <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> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="margin-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> <b>Other – please describe:</b> _____</p> <p style="margin-left: 20px;">For fiscal year 2026:</p> <ul style="list-style-type: none"> <li>- On-going community consultation, on-going First Nations consultation, Bylaw amendments, and legal contingency</li> </ul>
<p><b>Department:</b> Planning Services</p>	
<p><b>Name of Request:</b> North Pender LTC Housing Access and Affordability Project</p>	
<p><b>\$ Value of Request:</b></p> <p>Fiscal Year 2026 - \$8,000 Fiscal year 2025 - \$15,000</p>	
<p><b>Date of Submission to Finance:</b> LTC resolution: July 26, 2024</p>	<p><b>Funding Required for (date range):</b> <b>April 1, 2025 – March 31, 2026</b></p>

**TIE TO ISLANDS TRUST GUIDING DOCUMENTS**

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

- “Prioritize elements of the strategic plan that support land use decision making”, and

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

**ISSUE/OPPORTUNITY:**

The North Pender Island Local Trust Committee has identified access to affordable housing as a priority issue. A Budget Funding request was submitted to Trust Council last year and approved in the amount of \$15,000 for fiscal year 2025 for a Major Project to engage in community consultation, to consult with First Nations, to engage with stakeholder groups, to review housing options and to undertake amendments to the OCP and LUB and development of a housing action plan to improve access to affordable housing in the community.

Work is currently underway on the project, with community and First Nations consultation, and a review of housing options scheduled to be completed by the end of the fiscal year (March 31, 2025). The LTC is requesting funding of \$8,000 for the subsequent phase of the project, which would involve bylaw drafting, readings, public hearing, on-going community and First Nations consultation, along a contingency for any legal questions.

This project would be consistent with Islands Trust Council Strategic Plan Goal to “Strengthen housing affordability throughout the Trust Area”. It is also utilizing the recent completed housing toolkit prepared on behalf of the Regional Planning Committee. A Housing Strategy for the Southern Gulf Islands was recently adopted by the CRD Board. Housing related initiatives are currently underway in several other local trust areas and this project would apply and build on options, experiences and lessons from those initiatives.

**PROJECTED RESULTS/DELIVERABLES:** the project would result in amendments to the OCP and LUB that would provide opportunities and options for greater housing diversity and affordability. A Housing Action Plan that includes non-bylaw actions may also be developed.

**RISK ASSESSMENT:** There are several contingencies that could negatively affect the project outcome or deliverables:

1. Lack of staff resources: the regional planning team may not be able to support the project due to other on-going projects or staff shortages. Currently preliminary work is being undertaken by the Island Planner.
2. First Nations’ capacity and timing may not align with project timelines.
3. The LTC may choose to not proceed with amendments.
4. Costs may exceed the budget due to consultation or other factors.

**ALTERNATIVES CONSIDERED:****If the project is not funded for Fiscal 2026:**

Option 1: Proceed with the initiative as a Minor LTC Project – this would limit the project budget to a maximum of \$5,000 for the fiscal year.

Option 2: Defer: the completion of project could be deferred to a future fiscal year.

**CRITICAL SUCCESS FACTORS:** The project would be considered successfully completed if relevant amendments to the OCP and LUB are adopted. Ultimate success would be measured over the longer term through improvements to housing options, accessibility and affordability.

**RECOMMENDED OPTION:** The recommended option is to fund the initiative at the requested amount of \$8,000 for the coming fiscal year. This provides sufficient funding to complete the project.

**COST/BENEFIT ANALYSIS:**

Quantitative Analysis: \$8,000 for fiscal 2026 for:

- On-going community consultation - \$2,000
- On-going First Nations consultation - \$2000
- Public hearing - \$2,000
- Legal contingency - \$2,000

Qualitative Analysis: project would benefit from efficiencies associated with similar projects in other LTA and build on those experiences.

**PURCHASING PROCEDURE: N/A**

**PROPOSED IMPLEMENTATION STRATEGY:** The project is proposed to be completed over two fiscal years, with final year consisting of on-going consultation, drafting and review of bylaws, legislative process, and implementation.

**STAFF RESOURCING:** The project would be managed by a planner assigned from the Regional Planning Team, estimated at 0.25 FTE, with support from the RPM (up to 0.10 FTE), admin support (0.10 FTE) and support from the Senior Indigenous Relations Advisor, the Senior Freshwater Specialist, mapping and communications staff as needed.

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: N/A**

**Requested by** (Committee or Business unit): North Pender Island Local Trust Committee

**Prepared by** (name, title)/date: Robert Kojima, July 12, 2024

**Reviewed by** (name, title)/date:



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

**TO BE COMPLETED BY INITIATOR**

**Requested by** (*Committee or Operational Unit*):  
Salt Spring Local Trust Committee (SS LTC)

**Department:**  
Planning Services

**Name of Request:**  
Major amendment to SS OCP and SS LUB

**\$ Value of Request** (*indicate by fiscal year and total if project is multi-year*):  
2024-25 - \$222,000  
2024-25 – 86,500 Moved by LTC from Ganges Village Area Planning Project to OCP/LUB project  
2024-25 - \$308,500 Total  
(NOTE: Approximately \$128,500 of these funds will not be spent by the of Fiscal 2024-25 and will need to be taken from surplus to fund the project in fiscal 2025-26)  
**2025-26: \$174,000** –(\$128,500 from surplus unspent in 2024/25 and new request of \$45,500)

Total budget for project over two years: \$354,000

- Budget Source** (select all that apply):
- Specific Project Funding** (select all that apply)
    - Third Party Contractors
    - Staff Travel Expense
    - Staff Overtime Expense
    - New Staff Member – Temporary for project
    - Computer Hardware/Software
  - Furniture & Equipment**
  - Computer Hardware/Software/Supplies**
  - New Staff Resources** (see Staff Costing Tool)
    - Permanent**
    - Temporary**  
Temp Duration: \_\_\_\_\_
  -
- X Other – please describe:**
- Early and Ongoing Engagement with First Nations with Treaty and Territorial Interests on SSI
  - Project Consultant Scope of Services Received July 31, 2024
  - Communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications
  - Technical support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community

	<ul style="list-style-type: none"> <li>engagement meetings</li> <li>Technical support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community engagement meetings</li> </ul>
<b>Date of Submission to Finance:</b> February, 2024 SSLTC endorsed: October 1, 2024	<b>Funding Required for (date range):</b> April 1 2024-March 31, 2025, \$ 180,000 April 1 2025-March 31, 2026, \$ 174,000

**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.

**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 2024/2025 fiscal year (FY2024/25) that was approved by the Islands Trust Financial Planning Committee to be carried over to the 2024/2025 budget cycle.

This business case involves funding support for a major amendment to the Salt Spring Island Local Trust Committee Bylaw No. 434, 2008 (OCP) and the Salt Spring Island Local Trust Committee Land Use Bylaw No. 355, 1999 (LUB), and planning activities required to inform policy development, such as:

- early and ongoing consultation with 13 First Nations that have territorial interests in SSI,
- of a robust public engagement process,
- preparation of a comprehensive draft of a revise OCP. The major amendment to SS OCP continues to advance the Housing Action Program (HAP) and the Salt Spring Island Community Wildfire Resiliency Plan. Of paramount importance is the identification of opportunities to diversify housing choice and the supply and affordability of housing.

**PROJECTED RESULTS/DELIVERABLES:** *(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 following deliverables will be achieved through the Salt Spring Island OCP-LUB Update Project:

- Updated Salt Spring Island Official Community Plan
- Updated Salt Spring Island Land Use Bylaw
- Monitoring Plan

The funding request for FY25/26 is to cover costs associated with the following:

Item Descriptions	Total 2-Year Project Budget	Total FY2024-25 Cost	Total FY2025-26 Cost
Early and ongoing consultation with 13 First Nations with treaty and territorial interests on SSI	\$26,000	\$0	\$26,000

Consultant to conduct and facilitate a robust and inclusive public engagement program and policy options development	\$166,000	\$30,000	\$136,000
Communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	\$9,000	\$0	\$9,000
Technical support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community engagement meetings	\$3,000	\$0	\$3,000
Complete Communities assessment (funded by grant)	\$150,000	\$150,000	-
<b>Total</b>	<b>\$354,000</b>	<b>\$180,000</b>	<b>\$174,000</b>

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

Timelines – a major amendment to the SS OCP is unlikely to conclude in one year. The previous request stated that if funding was approved, a request to carry over unspent money will likely be required.

There has been no full review of the SS OCP since its adoption in 2008; the last amendment was an update to the industrial lands per Bylaw 488. The current document no longer reflects current issues, particularly on policies relating to climate change, First Nations reconciliation, infrastructure servicing, and various affordable housing related policies. This risk is mitigated by the concurrent OCP-LUB Review. Conducting these projects enables Islands Trust to merge engagement activities, technical review, and other project tasks to achieve efficiencies in the project work and consistency across both documents.

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

The support of skilled facilitation and innovative approaches and an unbiased, neutral third-party professional to assist in the process are critical. Best practice in OCP development and engagement fields are constantly evolving fields and specialists can offer considerable value to these process elements. While staff in the Salt Spring office and the Regional Planning Team can provide valuable input and support, relying solely on in-house staff resources would burden staff and take away from sustaining the ongoing administration of planning services (i.e. development inquiries, applications, and minor projects). The financial implications of contracting the service is outweighed by the advantages of specialist expertise and specific scopes of work.

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

Approve the request to secure the approved \$204,000 over two-years by forwarding re-funding the balance of funds spend in the 2024-2025 fiscal year to the 2025-2026 fiscal year in addition to an additional \$45,500 to complete the OCP-LUB Project to **increase housing options and housing equity** on the island in ways that integrate:

- The interests of First Nations with treaty and territorial interests in the Salt Spring Island Local Trust Area;
- Ecosystem integrity and connectivity; and
- Climate change resiliency.

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

Quantitative:

- \$166,000 over two fiscal years for a project consultant team to refine a draft consultant Scope of Services, develop project management systems, and design execute a bylaw review program that incorporates significant and inclusive public and interest holder engagement and delivers revised bylaw documents and reports
- \$26,000 over two fiscal years for early and ongoing consultation with First Nations to be undertaken by Islands Trust staff.
- \$12,000 over two fiscal years is requested to support incidental, logistical, and legislative costs. These include printing and publication, venue rentals, legal notices, and any potential legal or third party reviews needed to complete the project.

Qualitative:

Project has proposed to merge the Ganges Village Planning project budget to create a more fulsome planning product that can still meet core study needs for the central area. The need for a plan review on Salt Spring is very timely given a number of contextual factors that impact the approach to land use governance on Salt Spring Island. These include:

1. The recent and upcoming completion of numerous policy projects that change public and organizational expectations, such as the Salt Sprig Island Complete Communities Assessment, and the Housing Needs Assessment.
2. Anticipated infrastructure investments and policy changes in water and wastewater service providers that will improve the capacity and certainty of reliable servicing for more housing.

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

Per Islands Trust and BC procurement process for hiring consultants.

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

The OCP/LUB Update Project is expected to take 30 months. Figure 1 provides an overview of the process, while Table 1 outlines the planning process showing key project phases, key activities and deliverables. While project activities are reasonably well defined, public engagement activities can be adapted based on the feedback of a Project Advisory Committee and other community interest holders, provided it meets overall project timelines and objectives.



**Table 1: Planning Process**

PHASE	ENGAGEMENT	FIRST NATIONS ENGAGEMENT	POLICY DEVELOPMENT	KEY DELIVERABLES	CONSULTANT'S ROLE
<p><b>Phase 1(a)</b> February 2024 to November 2024</p> <p><b>FINALIZE COMPLETE COMMUNITY ASSESSMENT</b></p>	<p>Inform and engage on draft Complete Communities Assessment</p>	<p>N/A</p>	<p>Incorporate engagement results</p> <p>Compile Baseline Conditions Report</p>	<p>Complete Communities Assessment</p>	<p>OCP/LUB Consultant not involved here; focus is on completing the assessment.</p>
<p><b>Phase 1(b)</b> November 2024 to December 2024</p> <p><b>OCP-LUB PROJECT START</b></p>	<p>Develop project website and other communication materials</p> <p>Identify key community interest holders</p> <p>Form Project Advisory Committee</p> <p>Confirm Engagement Strategy</p>	<p>Letter to First Nations Leaderships about OCP-LUB Project</p> <p>Develop First Nations Engagement Strategy</p> <p>Invite discussion of gauge needs and expectation, capacity constraints to participation..</p>	<p>Issue RFP and award contract for project consultants for Phases 2-4</p> <p>Develop refined project work plan</p> <p>Develop Comprehensive Community Engagement and Communications Plan</p>	<p>Procurement and Onboarding of Project Consultants</p> <p>Present First Nations Engagement Strategy</p> <p>LTC Presentation of Project Work Plan</p> <p>Comprehensive Community Engagement and Communications Plan</p>	<p>Minimal involvement— focus on onboarding, refinement of the work plan, and coordination with staff.</p>
<p><b>Phase 2:</b> December 2024 to January 2025</p> <p><b>TARGETED COMMUNITY VISIONING</b></p>	<p>Engage on policy gaps and assess priorities.</p>	<p>Engage with First Nation's through relationships-building. Collaboratively identify issue perspectives that reflect the scope of this project.</p>	<p>Conduct Policy Gap Analysis</p> <p>Develop housing options and housing equity vision statement,</p> <p>Incorporate technical and engagement results to create a revised Vision Statement</p>	<p>Phase 2 Engagement Summaries</p> <p>Working Vision Statement</p> <p>Comprehensive list of planning issues and priorities</p>	<p>Lead community visioning workshops, conduct policy gap analysis, review reports, and develop recommendations for initial OCP amendments. Assist in compiling engagement results.</p>

PHASE	ENGAGEMENT	FIRST NATIONS ENGAGEMENT	POLICY DEVELOPMENT	KEY DELIVERABLES	CONSULTANT'S ROLE
<b>Phase 3:</b> <b>January 2025 to June 2025</b>  <b>OCP DEVELOPMENT</b>	Develop and explore policy options related to key issues	Engage on potential and drafts of revised OCP and/or amendments	Draft OCP amendments and vision statement revisions,  Recommend immediate regulatory amendments for LUB amendments	Draft OCP amendments, draft LUB regulations, phase 3 engagement summary	Lead the development of OCP amendments and initial LUB regulations. Conduct public consultations and engage stakeholders on policy options for both the OCP and LUB.
<b>Phase 4(a):</b> <b>July 2025 to September 2025</b>  <b>DRAFT OCP REVIEW and</b>	Engage to review draft or proposed amended OCP	Refer draft OCP to First Nations and stakeholders	Finalize draft OCP amendments based on feedback	Phase 4 Engagement Summary  Final Draft OCP 1 <sup>st</sup> OCP Bylaw and First Nations and Agency Referral	Provide reporting on engagement through phase 3.  Assist in further OCP review and engagement.
<b>Phase 4(b):</b> <b>October 2025 to November 2025</b>  <b>INITIATE LUB UPDATE</b>	Develop Draft LUB amendments	Initiate conversation of LUB	Refine LUB gaps based on OCP policy development	Draft LUB amendments	Assist in drafting LUB amendments. Begin initial consultation on LUB with First Nations and stakeholders
<b>Phase 5(a):</b> <b>September 2025 to January 2026</b>  <b>OCP ADOPTION</b>	Final edits to the Draft OCP  Executive Committee approval  Ministerial approval	Continue First Nations engagement on OCP	Prepare final OCP for adoption	Agency Referral Comment Summary First Nations Referral Comments Summary OCP Bylaw 2 <sup>nd</sup> Reading OCP Bylaw Public Hearing OCP Bylaw 3 <sup>rd</sup> Reading OCP Bylaw Adoption Monitoring Plan	Assist in finalizing the OCP for adoption. Support First Nations and stakeholder engagement.

PHASE	ENGAGEMENT	FIRST NATIONS ENGAGEMENT	POLICY DEVELOPMENT	KEY DELIVERABLES	CONSULTANT'S ROLE
<p><b>Phase 5(b):</b> <b>November 2025 to January 2026</b></p> <p><b>DRAFT LUB REVIEW</b></p>	<p>Community events/open house to review Draft LUB amendments Interest holder meetings Engagement to gather input on revised Draft LUB amendments</p>	<p>Refer proposed LUB amendment bylaw to First Nations. Ongoing First Nations engagement.</p>	<p>Refine draft LUB amendments based on feedback</p>	<p>Phase 5 First Nations Engagement Summary</p> <p>Phase 5 Engagement Summary</p> <p>Final Draft LUB 1<sup>st</sup> LUB Bylaw and First Nations and Agency Referral</p>	<p>Support engagement efforts for draft LUB. Refine LUB amendments based on feedback from community consultations and First Nations.</p>
<p><b>Phase 6:</b></p> <p><b>LUB ADOPTION</b></p> <p><b>February 2026 to June 2026</b></p>	<p>Final edits to the Draft LUB Executive Committee approval</p>	<p>First Nations and agency referral for LUB</p>	<p>Finalize LUB amendments</p>	<p>LUB Bylaw 2<sup>nd</sup> Reading LUB Bylaw Public Hearing LUB Bylaw 3<sup>rd</sup> Reading LUB Bylaw Adoption Lesson learned housing options summary</p>	<p>Finalize LUB amendments and support the public and stakeholder engagement process leading to adoption. Ensure legal requirements are met and alignment with OCP policies is maintained.</p> <p>Create and report to LTC on a closing report on lessons learned and possible future directions as learned through the bylaw review and engagement through this project.</p>

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

As proposed, this is an Extraordinary Project under Trust Council Policy 6.2.1 due to its budget and anticipated staff resourcing needs.

- RPM: 0.15 FTE
- Island Planner: 0.75 FTE
- Planner 2: 0.3 FTE
- Admin: 0.1 FTE
- Information Services (Mapping): 0.1 FTE

Standard service support will be needed from Administrative Services for Information Services, Finance Support. Trust Area Services will also contribute non-extraordinary advisory and role in supporting public engage. First Nations engagement will be critical to the success of this project and an outsized role is anticipated in staff resources from this departmental function.

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

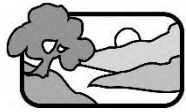
A change management structure is proposed to ensure that the project achieves its intended objectives and outcomes on time and on budget. However, it is also understood that new information or developments often emerge in the course of public policy processes that may impact the original project plan. The Regional Planning Manager will bring forward substantial changes that would affect the project budget or timeline outlined in this Terms of Reference for LTC and approval. The evaluation will assess the following, as necessary:

- Budget and schedule impacts
- Alignment to the project objectives
- Contract implications
- Relational implications (public, inter-governmental)
- Feasibility and benefits of the change
- Complexity and/or difficulty of the change options requested
- Scale of the change solutions proposed
- Risk to the project in implementing the change
- Risk to the project in not implementing the change
  - Impact on the project in implementing the change (time, resources, finance, quality)

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**Requested by:** Salt Spring Island Local Trust Committee

**Prepared by** Chris Hutton, MCIP, RPP, Regional Planning Manager, September 27, 2024



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

**TO BE COMPLETED BY INITIATOR**

<p><b>Requested by (Committee or Operational Unit):</b> Salt Spring Island Local Trust Committee</p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input checked="" type="checkbox"/> <b>Specific Project Funding</b> (select all that apply)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input 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> <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> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="margin-left: 150px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> <b>Other – please describe:</b> Meeting Costs; advertising</p>
<p><b>Department:</b> Planning Services</p>	
<p><b>Name of Request:</b> Salt Spring Island Watershed Protection Plan 2022-2032 Coordination</p>	
<p><b>\$ Value of Request</b> (indicate by fiscal year and total if project is multi-year):  \$55,000 * to be funded through unspent special property tax requisition funds from previous fiscal years</p>	
<p><b>Date of Submission to Finance:</b> October 1, 2024</p>	<p><b>Funding Required for (date range):</b> April 1, 2025-March 31, 2026</p>

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

**Trust Council Bylaw No. 154**

In 2013, Islands Trust Council adopted Bylaw No. 154 that delegated authority to the Salt Spring Island Local Trust Committee (LTC), for the purpose of preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area, the power to:

- Coordinate and assist in the determination of regional, improvement district and government of British Columbia policies;
- Coordinate the implementation of regional, improvement district and government of British Columbia policies; and

☐ Coordinate the carrying out of regional, improvement district and government of British Columbia policies

Under Bylaw No. 154 SS LTC may continue to coordinate watershed protection work on Salt Spring Island if it so chooses.

Salt Spring Island Official Community Plan Bylaw No. 434

The Salt Spring Island OCP generally supports SS LTC involvement in watershed protection initiatives as per the following community objective:

A.4.3.2 To provide direction for the conservation and stewardship of natural resources, especially our surface and groundwater supply.

### **Salt Spring Island Watershed Protection Plan 2023-2032**

Endorsed by SS LTC in July 2023, the Salt Spring Island Watershed Protection Plan recognizes the importance of coordinated implementation of the plan and that watershed protection requires cooperation among multiple agencies and stakeholders.

#### **Action 19. Continue to convene a multi-organization forum for communication and coordination about watershed protection activities.**

Multiple players have roles in watershed stewardship and protection on Salt Spring Island. Since 2013, coordination has been driven by the Salt Spring Island Watershed Protection Alliance under the leadership of Islands Trust. Partner agencies are committed to continuing an interagency forum to advise on regional, local, and provincial government policies. The way that coordination is currently structured will be re-evaluated as part of implementation of the governance review in order to ensure that this effort is efficient, effective, and satisfying for the organizations and individuals involved.

#### **Watershed Protection Governance and Coordination: Priority Projects**

- Complete review of current governance arrangements for watershed protection coordination building on work commenced in 2022 including review of funding arrangements and interagency coordination mechanisms.
- Work with interested First Nations to identify their priority projects and interests related to watershed protection on Salt Spring Island.

Figure 1 (Excerpt from Salt Spring Island Watershed Protection Plan 2022-2032)

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

The objective of this initiative is to confirm a preferred governance model that allows for the coordinated, cost efficient implementation of the Salt Spring Island Watershed Protection Plan 2023-2032.

See staff report of December 14, 2023 on page 121 here for fulsome discussion and project charter for this project.

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

Since 2013 SS LTC has funded the coordination of watershed protection work on Salt Spring Island through the Salt Spring Island Watershed Protection Alliance (SSIWPA). In July 2023 SS LTC signalled a desire to see coordination of SSIWPA transfer to the Capital Regional District (CRD). However, CRD will not be in a position in the 2024/25 fiscal year to administer a SSIWPA-like entity. As such, SS LTC has resolved to continue leading

coordination of the recently-endorsed Salt Spring Island Watershed Protection Plan 2023-2032 in the form of an inter-agency staff working group instead of SSIWPA.

Results/deliverables of this funding request are as follows:

- Multi-agency agreement on the best way to coordinate and advance implementation of the Salt Spring Island Watershed Protection Plan 2023-2032;
- Assist the Capital Regional District to develop a Drinking Water and Watershed Protection Service if requested;
- Engage First Nations on priority watershed protection actions; and
- A public meeting to share progress on implementation of the WPP and solicit input

Proposed project spending is as follows:

\$5,000 – “Big tent” meeting of agencies, NGOs and water-interested individuals

\$10,000 – First Nations engagement

\$40,000 – Consulting services to either a) develop a terms of reference for a Drinking Water and Watershed Protection Service; or b) Support watershed governance decision-making process.

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

The principal risk to the success of this project is the ability of other agencies to resource meaningful investment at the staff and political level in the exploration and advancement of watershed governance alternatives.

A core risk in the 2024-2025 Fiscal Year has been limited staff availability to undertake this work.

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

**Option 1: Maintain SSIWPA to coordinate Watershed Protection Plan (WPP) implementation using unspent special property tax requisition funds**

*Benefits* – SSIWPA membership and structure is already in place.

*Risks* – (1) Maintaining SSIWPA would require successful procurement process to hire contract coordinator; (2) Because of its structure, SSIWPA’s success in coordinating watershed protection action has been limited.

*Financial implications* – None. Necessary funding is already held in an Islands Trust account.

*Resource requirements* – This would increase staff resource requirements, as staff would have to both manage the SSIWPA coordinator in addition to driving the exploration of watershed governance options.

*Other implications* – N/A

**Option 2: Maintain SSIWPA to coordinate Watershed Protection Plan (WPP) implementation using a new special property tax requisition**

*Benefits* – SSIWPA membership and structure is already in place.

*Risks* – (1) Maintaining SSIWPA requires successful procurement process to hire contract coordinator; (2) Because of its structure, SSIWPA’s success in coordinating watershed protection action has been limited; (3) Special property tax requisition for Salt Spring Local Trust Area may be politically unpopular.

*Financial implications* – New special property tax requisition required

*Resource requirements* – This would increase staff resource requirements, as staff would have to both manage the SSIWPA coordinator in addition to driving the exploration of watershed governance options.

*Other implications* – N/A

**Option 3: Do not coordinate WPP implementation**

*Benefits* – Staff time can be re-allocated to other priority projects.

*Risks* – Multi-agency implementation of SSI WPP will be compromised.

*Financial implications* – If SS LTC does not fund WPP implementation initiatives related to governance, it could use unspent special property tax requisition funds to support action items with the WPP.

*Resource requirements* – Unclear, as if SS LTC does not coordinate WPP implementation, the project would likely refocus to implementing LTC-assigned actions under the WPP.

Other implications – N/A

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

- (1) LTC clarity of purpose; an
- (2) d(2) Multi-agency commitment

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

That the SS LTC requests Islands Trust FPC include a draw of \$55,000 from unspent special property taxrequisition funds in fiscal 2024/25 to support Watershed Protection Plan 2023-2032 Coordination.

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

In 2022 SS LTC funded the development of the Salt Spring Island Watershed Protection Plan 2023-2032, a multiagency plan to better protect the Island’s freshwater resources. The plan was created with the active participation of the CRD, North Salt Spring Waterworks District, and the Province. The final report was received by SS LTC in 2022. This plan now needs a collaborative mechanism to advance its implementation. SSIWPA could provide such a vehicle, however there are sufficient uncertainties at each signatory agency around plan implementation that staff-to-staff meetings are more appropriate than public meetings at the present time to work through these issues together.

Proposed SS LTC spending on this initiative in fiscal 2024/25 does not require new taxation as it will be drawn from **unspent special property tax requisition funds** from previous fiscal years.

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

Project spending will be undertaken in accordance with Islands Trust Procurement Policy 6.5.3.

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

The Salt Spring Island Watershed Protection Plan 2022-2032 Coordination Project Charter identifies the following work plan for the coming fiscal year:

Work Plan Overview	
Deliverable/Milestone	Date
LTC endorse project charter and submit 2024/25 business case for use of unspent special property tax requisition funds	December 14, 2023
First agency staff working group meeting	February 2024
Final SSIWPA meeting	February 2024
Terms of Reference and Memorandum of Understanding for agency working group signed	March 2024
Ongoing agency working group meetings and actions through 2024/25	April 1, 2024 to March 31, 2025
Joint elected official/staff agency working group meeting	Fall 2024
“Big Tent” meeting between agencies, NGOs and water-interested individuals	Between January and March 2025

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

**This project will require at least 100 staff hours at the Island Planner level, although the actual amount will depend largely on whether progress is made during early inter-agency meetings.**

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

This project entails an exploration, and potentially creation of, new governance options for watershed protection on Salt Spring Island in coordination with the Capital Regional District, North Salt Spring Waterworks District and the Government of British Columbia.

**Requested by** (Committee or Business unit): Salt Spring Island Local Trust Committee

**Prepared by** (name, title)/date: Chris Hutton, Regional Planning Manager/September 27, 2024



Islands Trust

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

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

**TO BE COMPLETED BY INITIATOR**

<b>Requested by (Committee or Operational Unit):</b>  Salt Spring Island Local Trust Committee	<b>Budget Source</b> (select all that apply):  <input type="checkbox"/> <b>Specific Project Funding</b> (select all that apply) <input checked="" type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software  <input type="checkbox"/> <b>Furniture &amp; Equipment</b>  <input type="checkbox"/> <b>Computer Hardware/Software/Supplies</b>  <input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool) <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary Temp Duration: _____  <input checked="" type="checkbox"/> <b>Other – please describe:</b> Communications and education materials; meeting costs; specialized skills and equipment to remove well monitors
<b>Department:</b>  Planning Services	
<b>Name of Request:</b>  Salt Spring Island Groundwater Sustainability (Well-Monitoring)	
<b>\$ Value of Request (indicate by fiscal year and total if project is multi-year):</b>  \$16,500	
<b>Date of Submission to Finance:</b>	<b>Funding Required for (date range):</b> April 1, 2025 to March 31, 2026
<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.)	
<b>ISSUE/OPPORTUNITY:</b> (What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)	

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

Results/deliverables of this funding request are:

- Removal of ground water and surface water monitoring stations at Islands Trust’s cost (as needed) with available funds
- Routine maintenance of data loggers

Public presentation of Ground Water and Surface Water Monitoring Pilot Project Results

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

This business case is brought forward as a strategy to mitigate financial risk.

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

**Option 1: Not set aside funding for data logger removal**

Benefits – May find ways to allocate funds to other freshwater projects

Risks – When data loggers are to be removed, other funding will be required. This is a liability as funds would not be set aside for this purpose and would inevitably be an unplanned expense.

Financial implications – Unplanned expense at some time in the future

Resource requirements – Most loggers can be removed by the freshwater specialist, but some loggers will require specialized equipment and skills of a pump installer.

Other implications-

**Option 2: Remove data loggers now**

Benefits – Money would be spent and liability managed

Risks – Owners are under the impression that the removal is at the time of their choosing and may not appreciate the turn-around on policy. This is a minor concern.

Financial implications –

Resource requirements – Staff time required to engage property owners, remove monitors, and hire professional services where necessary.

Other implications – Compression and contracting out of other major projects was intended to provide additional capacity to SS LTC, and this would use up some of that time. Staffing availability may continue to be limited to achieve this.

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

Whether following the recommended option or not, the primary success factor at this stage is to minimize financial liability caused by removal of a specialized well monitor.

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

Provide equal funding as the 2024-2025 fiscal year to support the ongoing collection of well monitoring data to ensure that **unspent funds from SS LTC’s special property tax requisition** are set aside to fund next steps in the program. Estimated expenses associated with conclusion of the pilot project are:

\$1,500 – to host a Community Information Meeting to share data and analysis derived from the monitoring pilot project; and

\$15,000 – to remove any groundwater data loggers that require the assistance of a licensed pump installer.

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

Removal of the data loggers at the request of land owners is non-negotiable. **Funds to do so will be drawn from SS LTC's unspent special property tax requisition funds** and therefore no new taxation will be required.

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

Spending on the Salt Spring Island Groundwater Sustainability Strategy will be done in accordance with Islands Trust Procurement Policy 6.5.3.

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

Under the recommended option, there is no anticipated timeline for the removal of data loggers. Presentation of the well-monitoring data to date should be completed by end of Fiscal.

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

Participation of the Freshwater Specialist and a Salt Spring Planner is required to bring this information forward.

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

Upon request to remove the data loggers, a final report would be prepared the data would be documented as attached to various data sets for future planning information and reference. A privacy impact assessment or review would be conducted to ensure that this data is handled in accordance with legislative and policy requirements.

**Requested by:** Salt Spring Island Local Trust Committee

**Prepared by :** Chris Hutton, Regional Planning Manager/October 27, 2024



# BRIEFING

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**To:** Financial Planning Committee      **For the Meeting of:** October 23, 2024  
**From:** Islands Trust Conservancy Board      **Date Prepared:** October 17, 2024  
**SUBJECT:**      **Draft Budget 2025/26, Review of Islands Trust Conservancy Funding Requests**

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**PURPOSE:** To provide background to Financial Planning Committee (FPC) for the Islands Trust Conservancy (ITC) budget request.

**BACKGROUND:** [Trust Council's Budget Process Policy 6.3.1](#) sets out that the Islands Trust Conservancy (ITC) Board is to be consulted directly, at the beginning of, and throughout, the budget process with respect to Board requirements, programs and administrative services, and that appointed trustees of the ITC Board shall be given the opportunity to attend Financial Planning Committee and Trust Council meetings with observer status. The policy also sets out that the ITC Board is responsible for endorsing all budget requests for the Islands Trust Conservancy Board and its program operations.

At its July 23, 2024 meeting, the ITC Board passed the following resolution:

**ITC-2024-043**

**It was MOVED and SECONDED,**

that the Islands Trust Conservancy Board approve the draft 2025/26 ITC Budget with the following amendment:

- Increase the Board training and conferences line to \$4,600

and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2025/26 budget, as amended.

At its October 1, 2024 meeting, the ITC Board passed the following resolution:

**ITC-2024-052**

**It was MOVED and SECONDED,**

that the Islands Trust Conservancy Board direct staff to add \$4,000 to the 2025-26 budget request for bookkeeping services, and add \$1,160 per covenant to property management funds to reflect new covenants taken on in the 2024-25 fiscal year.

In addition, since the Board approved the budget staff have made additional changes related to salary/benefit estimate, administrative allocation estimates and the safety budget. Staff will advise the Board of these changes at its November 19, 2024 meeting.

**Table 1. Proposed Islands Trust Conservancy 2025/26 budget request**

Description	2024/25				2025/26			Increase/Decrease in IT Tax Contribution	
	Islands Trust Contribution: Taxes	Grant Contribution: FN Engagement	Grant Contribution: SAR	Total Approved Budget	Islands Trust contribution: Taxes	Grant Contribution: SAR	Total Draft Budget	\$ Change	% Change
Salaries and Benefits *	700,458		115,000	815,458	793,033	110,000	903,033	87,575	13.2%
Communications	16,500		1,500	18,000	4,500	5,500	10,000	(8,000)	-72.7%
Contracted Temporary Staffing	20,000			20,000	15,000		15,000	(5,000)	-25.0%
Professional Services**	-		16,300		6,000	13,000	19,000	19,000	100.0%
Subscriptions	400			400	400		400	-	0.0%
Memberships	1,800			1,800	1,800		1,800	-	0.0%
Board Honoraria	7,000			7,000	7,000		7,000	-	0.0%
Board Meeting Expense	2,850			2,850	2,850		2,850	-	0.0%
Board Training and Conferences	1,600			1,600	4,600		4,600	3,000	187.5%
Property Management	99,640		66,500	166,140	99,460	69,000	168,460	2,320	-0.2%
Safety***	1,200			1,200	4,400		4,400	3,200	266.7%
Conservation Planning and Land Securement	16,550		10,000	26,550	25,000	12,000	37,000	10,450	51.1%
Ecosystem Mapping	-			-	5,200	4,000	9,200	9,200	100.0%
Legal	17,800		4,200	22,000	30,000		30,000	8,000	68.5%
Mobile Devices	2,562			2,562	3,020		3,020	458	17.9%
Training and Conferences	4,700			4,700	6,400		6,400	1,700	36.2%
Travel for Training	4,000			4,000	4,500		4,500	500	12.5%
Travel	19,500		6,500	26,000	19,500	6,500	26,000	-	0.0%
Project: ITC Plan First Nations Engagement	10,000	10,000		20,000	-		-	(20,000)	-100.0%
								-	
<b>TOTAL Direct ITC Costs</b>	<b>926,560</b>	<b>10,000</b>	<b>220,000</b>	<b>1,140,260</b>	<b>1,032,663</b>	<b>220,000</b>	<b>1,252,663</b>	<b>112,403</b>	<b>11.5%</b>
Admin Allocation - 14% *	326,086			326,086	358,230	-	358,230	32,144	9.9%
<b>TOTAL</b>	<b>1,252,646</b>	<b>10,000</b>	<b>220,000</b>	<b>1,466,346</b>	<b>1,390,893</b>	<b>220,000</b>	<b>1,610,893</b>	<b>144,547</b>	<b>11.0%</b>

\* Estimate of ITC salaries and benefits for draft budget 2025-26, assumes 3% wage increases under the BCGEU agreement.  
\*\* Professional Services includes \$8,000 from ECCC for contracted First Nations liaison/advisor and \$5,000 for contracted program evaluation.  
\*\*\* Safety budget has changed due to all GPS units being replaced in Fiscal 2025/26 with BIVY units which have higher monthly monitoring costs.  
\*\*\*\* Estimate of Admin Allocation based on previous year's budget, plus estimated increase in line with increase to ITC budget  
NOTE: Budget amount listed for prior year is as per the approved budget.

**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 19, 2024 meeting.

**Prepared By:** Clare Frater, Director, Trust Area Services / October 17, 2024



## REQUEST FOR DECISION

**To:** Financial Planning Committee      **For the Meeting of:** October 23, 2024  
**From:** Legislative Services      **Date Prepared:** October 17, 2024  
**SUBJECT:** Appointments to the Audit Committee

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**RECOMMENDATION:**

**That Financial Planning Committee appoint Trustee Gedye and Trustee Allen to the Audit Committee for the remainder of the 2022 to 2026 term.**

**INTERIM CHIEF ADMINISTRATIVE OFFICER COMMENTS:**

Appointments are consistent with Trust Council policy, and consistent with past practice of all trustees on the Financial Planning Committee (FPC), except the Executive Committee members, being on the Audit Committee.

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**1 PURPOSE:**

To appoint Trustees Gedye and Allen to the Audit Committee.

**2 BACKGROUND:**

Trustee Gedye has recently been designated as the Governance Committee representative on the Financial Planning Committee, replacing Trustee Harris. As well, Trustee Allen has recently been designated as the Trust Programs Committee representative on the Financial Planning Committee, replacing Trustee Evans. Trustees Harris and Evans were both members of the Audit Committee.

Section 4 of Trust Council Policy 2.3.1 [Council Committee System and Terms of Reference] states that:

*The Finance Committee will appoint from amongst its members, but excluding members of the Executive Committee and trustees who are not members of Trust Council, an Annual Audit Committee for the purposes of the annual audit and will report directly to Council by:*

- 1. reviewing audit reports;*
- 2. reviewing with management the management letter recommendations and determining necessary actions;*
- 3. monitoring the implementation of the auditor's recommendations;*
- 4. recommending an accounting firm to Trust Council, each year, to conduct the annual audit;*
- 5. reviewing with the auditors the year end audit (and interim audit) work program.*

Practice has been that all members of FPC, except those on the Executive Committee, form the Annual Audit Committee.

### 3 IMPLICATIONS OF RECOMMENDATION

**ORGANIZATIONAL:**

There are no organizational implications of the recommendation.

**FINANCIAL:**

There are no financial implications of the recommendation.

**POLICY:**

The recommendation is consistent with Trust Council Policy 2.3.1 Council Committee System and Terms of Reference.

**IMPLEMENTATION/COMMUNICATIONS:**

Trustees who are not members of FPC and the public would be advised of the change of membership of the Annual Audit Committee through the minutes of the Financial Planning Committee.

**FIRST NATIONS:**

There are no First Nations implications of the recommendation.

**OTHER:**

There are no other implications of the recommendation.

### 4 RELEVANT POLICY:

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

### 5 ATTACHMENT:

None.

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### RESPONSE OPTIONS

**Recommendation:**

That Financial Planning Committee appoint Trustee Gedye and Trustee Allen to the Audit Committee for the remainder of the 2022 to 2026 term.

**Alternative:**

None.

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**Prepared By:** Robert Barlow, Legislative Services Clerk  
**Reviewed By/Date:** Director, Legislative and Information Services/ October 18, 2024.



## REQUEST FOR DECISION

**To:** Financial Planning Committee      **For the Meeting of:** October 23, 2024  
**From:** Legislative Services      **Date Prepared:** October 11, 2024  
**SUBJECT:** Proposed Financial Planning Committee 2025/2026 Meeting Schedule

**RECOMMENDATION:**

1. That Financial Planning Committee adopt the proposed meeting dates of [dates] for the three months remaining in the 2024/25 fiscal year and the 2025/26 fiscal year.
2. That Financial Planning Committee direct staff to schedule all adopted FPC meeting dates as electronic meetings.

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:**

The proposed meeting dates allow for appropriate coordination of financial activities with Executive Committee and Trust Council meeting dates, and generally allows adequate time for staff and Committee members to perform their duties with appropriate care and due diligence.

**1 PURPOSE:**

- 1 To determine the 2025/26 meeting schedule for the Financial Planning Committee (FPC); and
- 2 To make decisions around meeting formats (electronic or in-person).

**2 BACKGROUND:**

Meeting Dates

Near the end of each calendar year, Financial Planning Committee determines its meeting dates for the next calendar year by way of resolution. In future, FPC will plan its meeting dates on a fiscal year basis rather than calendar year, aligning corporate activities with the corporate year which supports work plans and budgeting activities. As such, meetings dates will be set in January or February for the following fiscal year. This year, FPC must set dates for the remainder of the 2024/25 year, as well as 2025/26.

Proposed meetings dates for the remainder of the 2024/25 year and the 2025/26 year are as follows:

PROPOSED FPC DATE	ASSOCIATED EC DATE	TRUST COUNCIL DATES	MAIN FPC TASKS
Wednesday, January 22, 2025	NA	NA	Review Draft 2025/26 Budget. Approve Budget Public Consultation.
Wednesday, February 19, 2025	February 26	March 11-13, 2025	Audit Committee meeting re: audit planning.

	(EC agenda deadline February 21)		Approve 2025/26 Budget Draft and send to Trust Council. Property Tax Insert Notice Q3 Financial Report Q3 Financial Forecast
<b>Wednesday, May 28, 2025</b>	June 4, 2024 (EC agenda deadline May 30)	June 17-19 2025	Audit Committee meeting. Review 2024/25 Audited Annual Financial Statements
<b>Wednesday, August 20, 2025</b>	September 3 (agenda August 29)	September 16-18, 2025	Review Budget Assumptions and Principles. Review Allocated Financial Statements Review SOFI Q1 Financial Report
<b>Wednesday, October 22, 2025</b>	NA	NA	Review 1 <sup>st</sup> Draft of the 2026/27 Budget.
<b>Wednesday, November 12, 2025</b>	November 19 (agenda November 14)	December 2-4, 2025	Approve 1 <sup>st</sup> Draft of the 2026/27 Budget to forward to Trust Council. Q2 Financial Report Q2 Financial Forecast
<b>Wednesday, January 21, 2026</b>	NA	NA	Review Draft 2026/27 Budget. Approve Budget Public Consultation.
<b>Wednesday, February 18, 2026</b>	February 25, 2026 (EC agenda deadline February 20)	March 10-12, 2026	Audit Committee meeting re: audit planning. Approve 2026/27 Budget Draft and send to Trust Council. Property Tax Insert Notice Q3 Financial Report Q3 Financial Forecast

### Meeting Format

Staff are requesting that FPC determine as early as possible if they wish to continue with electronic meetings for 2025 and 2026. Early decision making in this regard will help staff with meeting logistics and will inform budget planning for this area.

Electronic meetings create time savings for trustees who do not have to travel, time savings for staff in terms of travel and catering arrangements, generates several thousands of dollars in cost savings to the organization annually, and reduces corporate greenhouse gas emissions in alignment with Islands Trust values. In addition, fully electronic meetings tend to generate higher quality meeting recordings for future public viewings.

Trust Council Bylaw 101 permits Council Committees to conduct fully electronic regular and special meetings. Section 11.11(a) states: *“A regular or special meeting of a Council committee or a special meeting of the Executive Committee may be conducted entirely by means of audio or audio and visual electronic communication facilities if a majority of the members of the committee have agreed by resolution that the meeting may be conducted in this way and provided the Secretary has received sufficient notice and can make the necessary arrangements.”*

### 3 IMPLICATIONS OF RECOMMENDATION

**ORGANIZATIONAL:**

Allows for appropriate coordination of financial activities with Executive Committee and Trust Council meeting dates, and allows adequate time for staff and Committee members to perform their duties with appropriate care and due diligence.

**FINANCIAL:**

No financial impact associated with setting meeting dates.

Selection of all electronic meetings for 2025/26 will generate a few thousand dollars in financial savings as well as reduced greenhouse gas emissions and time savings from reduced travel. The draft 2025/26 budget will reflect FPC decisions made related to this topic.

**POLICY:** None.

**IMPLEMENTATION/COMMUNICATIONS:** Communications with meeting administrative staff will circulate internally for purposes of planning.

**FIRST NATIONS:** None.

**OTHER:** None.

### 4 RELEVANT POLICIES:

[Trust Council Bylaw 101](#)

[Trust Council Policy 2.3.1 Council Committee System](#)

### 5 ATTACHMENT(S): None.

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### RESPONSE OPTIONS

**Recommendations:**

3. That Financial Planning Committee adopt the proposed meeting dates of [dates] for the three months remaining in the 2024/25 fiscal year and the 2025/26 fiscal year.
1. That Financial Planning Committee direct staff to schedule all adopted FPC meeting dates as electronic meetings.

**Alternatives:**

1. That Financial Planning Committee adopt the proposed meeting schedule for the 2025/26 calendar year with amendments [as directed].
2. That Financial Planning Committee direct staff to schedule only the 2025/26 FPC meeting dates of \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_ as electronic meetings.
3. That Financial Planning Committee direct staff to schedule all the 2025/26 FPC meetings as in-person meetings.

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**Prepared By:** Robert Barlow, Legislative Services Clerk  
**Reviewed By:** Director, Administrative Services



# BRIEFING

**To:** Financial Planning Committee      **For the Meeting of:** October 23, 2024  
**From:** Trust Area Services      **Date Prepared:** October 1, 2024  
**SUBJECT:** 2025/26 Islands Trust Property Tax Notice Insert

**PURPOSE:** To seek input from Financial Planning Committee on desired changes to the Islands Trust property tax assessment notice insert for 2025/26.

**BACKGROUND:**

In August 2019, Islands Trust learned that Islands Trust was eligible to include a Rural Tax Notice Insert in the mailing of Rural Property Tax Notices by the Ministry of Finance, with the mailing costs paid by the Ministry of Finance. The Islands Trust sent its first Rural Tax Notice Insert to local trust areas in 2021, and continues to do so on an annual basis.

A finalized tax notice insert must be submitted to the Province by April 1 each year. The notice will be printed on white legal sized paper in greyscale. It is not received by taxpayers until June of each year.

The notice provides general information about the Islands Trust and basic budget information.

FPC has discussed making updates to the content of the Property Tax Notice Insert, which staff will do on further direction. Staff incorporated all feedback received from Financial Planning Committee last year, with the exception of the suggestion to promote the Natural Area Protection Tax Exemption Program as the Conservancy Board had made a decision to lessen promotion due staff capacity limitations.

Staff recommend that the following information be incorporated into the notice:

The 2023 (10.07%) and the 2024 (6.3%) increase to the rural property tax levy for the Islands Trust budget had the following average impact, after accounting for tax revenue from new construction and development in local trust areas:

Islands Trust Area Levy: Tax per Average Residential Property		
	2023	2024
Average residential property value	\$861,316	\$838,097
Increase on average property	\$10.37	\$23.53
Tax on average property	\$376.37	\$399.90

The rural property tax notice insert is for local trust areas only. A tax notice insert for Bowen Island has not been requested by Financial Planning Committee/Executive Committee at this time, however, Bowen Island Municipality staff have offered to make space available on the Bowen Island Municipality tax notice for Islands Trust content.

The 2023 (6.86%) (\$22,220) and the 2024 (13.2%) (\$45,271) increase in the Bowen Island Municipality property tax levy had the following average impact after accounting for tax revenue from new construction and development on Bowen Island:

Bowen Island Levy: Tax per Average Residential Property		
	2023	2024
Average residential property value	\$1,534,135	\$1,497,168
Increase on average property	\$9.30	\$18.62
Tax on average property	\$146.61	\$165.23

**ATTACHMENT(S):**

1. 2024/25 Tax Notice Insert

**FOLLOW-UP:** Staff will integrate feedback received and update the tax notice insert with 2025/26 information once the budget is approved. The final insert will be provided to the Executive Committee for approval in March 2025, and then sent to provincial staff before the April 1 deadline.

Staff will work with Bowen Island Municipality staff to assess what Islands Trust content can be provided on their notice.

**Prepared By:** Communications Specialist, October 1, 2024

**Reviewed By/Date:** Finance Officer, October 17, 2024  
 Director, Trust Area Services, October 18, 2024

The Islands Trust is located within the treaty and territorial lands and waters of the BOKÉCEN, Cowichan Tribes, K'ómoks, Lyackson, MÁLEXEŁ, Qualicum, scəwáθən, səlilwətaʔ, SEMYOME, shíshálh, Skwxwú7mesh, Snaw-naw-as, Snuneymuxw, Songhees, Spune'luxutth', STÁUTW, Stz'uminus, ʔaʔəmen, Ts'uubaa-asatx, Wei Wai Kum, We Wai Kai, W̱JOLÉEP, W̱SIKEM, Xelátxw, Xwémalhkwo, Xwsepsum, and xʷməθkʷəy̓əm First Nations.

# Islands Trust



Islands Trust

The Islands Trust is a special-purpose government mandated to **preserve and protect** over 450 islands and surrounding waters in the Salish Sea.

## Implementing the Preserve and Protect Mandate

The Islands Trust works to preserve and protect the Islands Trust Area through land use planning, land conservation, and programs in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons, organizations, the government of British Columbia, and you.

### Land Use Planning

Land use planning contributes to preserving and protecting the environment, cultural heritage, and communities through the maintenance of 20 unique official community plans; hosting community information meetings to help islanders understand land use planning; and rezoning and application processes. Islands Trust also develops and delivers longer-term projects to support strategic goals.

### Islands Trust Conservancy

Islands Trust Conservancy is governed by a board made up of provincial appointees and Islands Trust trustees. Its mission is to protect the special places in the Islands Trust Area by encouraging and assisting voluntary conservation initiatives. To date, 1,390+ ha of land across 113 conservation properties have been protected, including 79 conservation covenants and 34 nature reserves.

### Programs

The Islands Trust Council supports the preserve and protect mandate through region-wide programs such as public education sessions on topics such as wells and groundwater; a stewardship package mailed to new residents; advocacy to other governments about decisions and initiatives that affect the islands; ecosystem mapping; and cooperating with others governments, including First Nations, to benefit the Trust Area.

## The Trust Area

The Trust Area, located in Coast Salish territory, is the homeland of many Coast Salish Peoples who have called this Area home since time immemorial. Covering 5,200 square kilometres of land and water in the Salish Sea, the Trust Area has over 30,000 residents and 10,000 non-resident property owners. The region features spectacular beauty, extensive archaeological and culturally significant sites, and sensitive habitats for a variety of species.

## Governance

There are 13 island groups called local trust areas and each has a local trust committee. These local trust committees are made up of an appointed chair and two locally elected trustees. Elections take place every four years. Local trust committees are responsible for land use decisions within their local trust area. Bowen Island is the only island municipality in the Islands Trust Area.

In total there are 26 trustees, including two municipal trustees representing Bowen Island Municipality. Together, they form the Islands Trust Council, which makes decisions that impact the whole Trust Area. Trust Council meets at least four times a year.

Generally, Islands Trust meetings are open to the public. Community members are encouraged to attend. Dates and times are posted on the Islands Trust website at [www.islandstrust.bc.ca](http://www.islandstrust.bc.ca).



### Trustees want to hear from you!

Trust Area residents are welcome to participate in Trust meetings online, by phone, or in-person when possible.

Receive Islands Trust updates including local trust committee meeting notices, news releases, event announcements, and the Islands Trust Conservancy newsletter by subscribing on the Islands

Trust website: [islandstrust.bc.ca/subscribe](http://islandstrust.bc.ca/subscribe)

    @IslandsTrust



SCAN FOR SIGN-UP PAGE

# Islands Trust Budget 2024/25

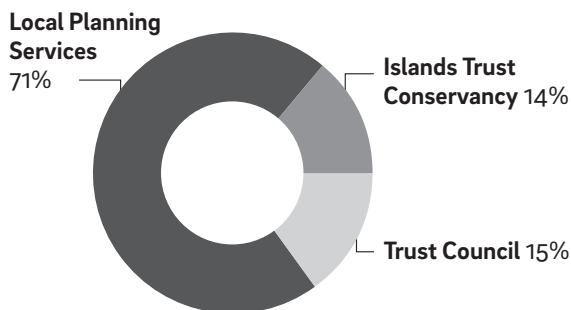
Islands Trust Council adopted its 2024/25 budget in March 2024.

The budget features a total approved budget of \$10.98M, with \$9.65M directed to operations, \$983,000 directed to special projects, and \$347,000 directed to the purchase of new capital assets. There is a 12.7% increase in total planned spending for operations, projects, and capital purchases.

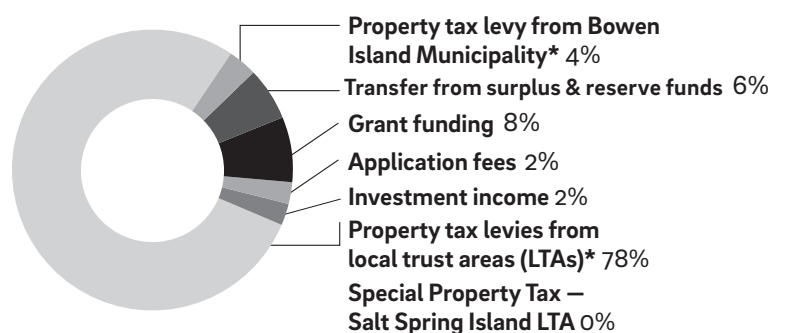
The budget is funded by:

- \$8.55M – local trust area property taxes (excludes Bowen Island)
- \$391,260 – Bowen Island Municipal tax requisition
- \$834,000 – external grant funds
- \$663,500 – transfers from Island Trust surplus and reserve funds
  - Salt Spring Island: previously unspent special tax requisition to be used for special projects
- \$276,000 – application fees
- \$260,000 – investment income

**Where the budget is spent**



**How the budget is funded**



Actual tax changes by individual LTA may vary based on distribution of property values within the Trust Area

\*Includes tax revenue from new construction

## Property Tax Changes – Ten Year History

Fiscal Year	Property Tax Change **
2024/25	5.9%
2023/24	2.06%
2022/23	2%
2021/22	3.26%
2020/21	0%
2019/20	2%
2018/19	2%
2017/18	0%
2016/17	0%
2015/16	0%

\*\*Excludes tax revenue from new construction

### Program Spotlight: Strengthening Housing Affordability

Islands Trust has taken a range of actions to support opportunities for affordable housing in the Gulf Islands. This work furthers Trust Council's goal of sustaining island character and healthy communities. Last year, the Islands Trust Council endorsed a Housing Strategic Action Plan and created an Islands Trust Housing Options Toolkit. Islands Trust has 13 housing agreements in place that ensure affordable units.



SCAN FOR MORE INFORMATION

NOTE: The Provincial Surveyor of Taxes issues your Rural Property Tax Notice, and the BC Provincial Government receives your tax payment. Please refer to your Rural Property Tax Notice for payment options. Questions about your property tax notice should be directed to: 1-888-355-2700 (toll-free)