Islands Trust

Financial Planning Committee
Agenda

Date: January 19, 2022

Time: 10:00 am - 3:00 pm

Location: Electronic Zoom Meeting

6.3. Webinar Re: Proposed 2022/23 Budget

A verbal update from staff.

7. BUSINESS

8. NEW BUSINESS

9. NEXT MEETING

Wednesday, February 16, 10:30 a.m. to 3:00 p.m.

10. ADJOURNMENT

*Approximate time is provided for the convenience of the public only and is subject to change without notice.

Financial Planning Committee
Minutes of Regular Meeting

Date of Meeting: **November 10, 2021**
Location: **Electronic Meeting**

Members Present:
Peter Grove, Chair
Paul Brent, Vice Chair
Laura Busheikin, Regional Planning Committee Representative
Sue Ellen Fast, Executive Committee Representative
Peter Luckham, Executive Committee Representative
Laura Patrick, Executive Committee Representative
Tim Peterson, Trust Programs Committee Alternate Representative
Tahirih Rockafella, Local Trustee
Dan Rogers, Executive Committee Representative
Kate-Louise Stamford, Islands Trust Conservancy Board Representative

Staff Present:
Russ Hotsenpiller, Chief Administrative Officer
Julia Mobbs, Director, Administrative Services
Clare Frater, Director, Trust Area Services
David Marlor, Director, Local Planning Services
Carmen Thiel, Legislative Services Manager
Heather Kauer, Regional Planning Manager, Northern Office
Stefan Cermak, Regional Planning Manager, Salt Spring Office
Nancy Roggers, Finance Officer
Robert Barlow, Legislative Services Clerk/Recorder

1. CALL TO ORDER

The meeting was called to order at 10:01 a.m.

2. APPROVAL OF AGENDA

2.1 New Items and Re-ordering of the Agenda

The following material was presented for consideration:

- Item 6.3 Freshwater Sustainability Strategy – attachment #1 Draft Freshwater Sustainability Plan (missing in original agenda)
- Item 6.4 Special Tax Requisition for GAB Housing – Regional Planning Manager Cermak was available to discuss a similar housing project for Salt Spring Island

2.2 Approval of Agenda

By general consent the Committee approved the agenda.

3. TOWN HALL

None.

4. DELEGATIONS

None.

5. ADOPTION OF MINUTES / COORDINATION

5.1 Minutes of Meetings

3.1.1 Financial Planning Committee Draft Minutes of October 10, 2021

By general consent the Committee approved the minutes as presented.

5.2 Resolutions Without Meeting

None.

5.3 Follow up Action List

Director Mobbs provided a status update to an item that is currently in progress:

- Review of Trust Council Policy 6.5.1 will be provided at the next meeting. It is expected that there will be no substantial changes.

Trustee Busheikin joined the meeting at 10:09 a.m.

6. BUSINESS

6.1 Financial Planning Committee 2022 Meeting Re-Schedule - RFD

FPC-2021-045
It was MOVED and SECONDED,
that Financial Planning Committee reschedule the May 25, 2022 meeting to Wednesday, June 1, 2022.

CARRIED

6.2 Budget 2022/23 Changes Since Last Review - Briefing

Director Mobbs described the changes to the draft 2022/23 since Financial Planning Committee's previous review at their October 2021 meeting. Committee discussion included:

- the difference between budget expenditure increases and proposed tax increases

- the current state of the General Revenue Surplus Fund and potential availability of excess surplus monies that may be available to fund planned spending in the draft budget.
- the general trend of not being able to complete all budgeted activities within the fiscal year

6.3 Freshwater Sustainability Strategy (FWSS) - Briefing

Director Marlor noted that the Briefing is provided in response to FPC's resolution 2021-038, which reads:

> that Financial Planning Committee request staff to provide information indicating how the work on Freshwater Sustainability Strategy to date leads to the current funding requests relating to freshwater.

Director Marlor also noted that the FWSS plan is still a draft. The aim is to have groundwater maps of the southern gulf islands available on the website by December 1, 2021. The Regional Planning Committee will be receiving reports in the coming months in regards to the northern gulf islands. Committee discussion included:

- the coordination with Bowen Island Municipality, particularly in regards to groundwater mapping of the Howe Sound area
- the potential impacts of delaying aspects of the FWSS

6.4 Special Tax Requisition for Gabriola Island (GAB) Housing Project - Briefing

Director Marlor noted that the Briefing is provided in response to FPC's resolution 2021-040, which reads:

> that Financial Planning Committee request an analysis of funding the Gabriola Housing Project via a special tax requisition.

Director Marlor noted that the project is in regards to coordination activities rather than land use planning activities. Committee discussion included:

- potential efficiencies in regards to the Salt Spring Island local trust committee (LTC) consideration of establishing a similar project
- there is no current business case from Gabriola LTC as they will be reviewing the business case at their meeting on November 25, 2021
- the coordination function is within Trust Council's jurisdiction but there may be other functions or activities considered which would require a legal review

6.5 SSI CDF Project Funding Options - Briefing

Director Marlor noted that the Briefing is provided in response to FPC's resolution 2021-042, which reads:

> that Financial Planning Committee request staff to evaluate options to fund elements of the Salt Spring Island Coastal Douglas-fir ecosystem project within other Salt Spring Island projects, such as watershed strategic planning and housing action or Regional Planning Committee projects.

Regional Planning Manager Cermak indicated that there are limitations of unspent Salt Spring Island Watershed Protection Alliance (SSIWPA) funds.

6.6 Deferred Motion - Climate Change Indicator project

Director Mobbs reminded the Committee that FPC's resolution 2021-039 stated:

> that Financial Planning Committee defer the motion "that Financial Planning Committee recommend that the climate change indicator project be deferred" to the next scheduled FPC meeting, and that is why there is agenda item at this meeting related to this topic.

7. TRUST COUNCIL BUSINESS

7.1 September 30, 2021 Quarterly Financial Report - RFD

Director Mobbs presented the RFD, indicating that Islands Trust is generally following the financial plan for 2021/22, with approximately 46% of the budget spent half way through the fiscal year.

FPC-2021-046
It was MOVED and SECONDED,
that Financial Planning Committee forward the September 30, 2021 Financial Report to Trust Council for approval as presented.

CARRIED

7.2 September 30, 2021 Financial Forecast - Briefing

Director Mobbs presented the briefing, indicating that it is for information only, but FPC can forward to Trust Council if desired. It was noted that there is anticipated underspending against budget for the fiscal year, which would result in a reduced draw from accumulated surplus funds than budgeted for.

FPC-2021-047
It was MOVED and SECONDED,
that Financial Planning Committee forward the Financial Forecast as at September 30, 2021.

CARRIED

Committee recessed at 11:26 a.m. and resumed at 11:31 a.m.

7.3 Draft Budget 2022/23 for Trust Council

7.3.1 Budget Session Outline

Director Mobbs presented the outline.

7.3.2 Budget Assumptions and Principles - Briefing

Director Mobbs presented the briefing intended for Trust Council from the Financial Planning Committee, indicating that there are no significant changes to the document since last reviewed.

7.3.3 Draft Budget Overview - Briefing

Director Mobbs presented the briefing intended for Trust Council from the Financial Planning Committee, indicating that it reflects the decisions of FPC at the last meeting. Committee discussion included:

- which activity costs and which forms of funding of those activities would impact Bowen Island Municipality's contribution to the budget and which activities would benefit Bowen Island Municipality
- the possibility of exploring funding for building permit reviews given that Islands Trust does not have the authority to levy charges to regional districts for this service

FPC-2021-048
It was MOVED and SECONDED,
that Financial Planning Committee recommend to Trust Council withdraw $182,000 from surplus for projects where Bowen Island Municipality would benefit from the reduction.

CARRIED

FPC-2021-049
It was MOVED and SECONDED,
that Financial Planning Committee recommend to Trust Council defer $41,000 allocated to the Freshwater Sustainability Strategy reporting to a future year.

CARRIED

FPC-2021-050
It was MOVED and SECONDED,
that $36K from the surplus in the local trust committee fund be included as revenue in the 2022/23 budget for LTC projects.

CARRIED

FPC-2021-051
It was MOVED and SECONDED,
that Financial Planning Committee request staff to report back on options to recover costs related to building permit referrals.

CARRIED

Committee recessed at 12:35 and resumed at 1:06 p.m.

FPC-2021-052
It was MOVED and SECONDED,

that Financial Planning Committee remove the $52,000 for the 0.6 Full Time Equivalent Islands Trust Conservancy communications specialist from this budget.

DEFEATED

It was MOVED and SECONDED,
that the Gabriola Island housing project not be included in the draft 2022/23 budget and that a special tax requisition approach be considered.

FPC-2021-053
It was MOVED and SECONDED,
that the words "and collaborate with other LTCs that have a similar interest" are added to the motion "that the Gabriola housing project not be included in the draft 2022/23 budget and that a special tax requisition approach be considered." after the word "considered".

CARRIED

The question on the motion as amended was then called.

FPC-2021-054
It was MOVED and SECONDED,
that the Gabriola Island housing project not be included in the draft 2022/23 budget and that a special tax requisition approach be considered and collaborate with other LTCs that have a similar interest.

CARRIED

Trustee Rockafella left the meeting at 2:20 p.m.

FPC-2021-055
It was MOVED and SECONDED,
that Financial Planning Committee recommend the Hornby OCP review be removed from the budget.

CARRIED

FPC-2021-056
It was MOVED and SECONDED,
that Financial Planning Committee remove the climate indicators project from the 2022/23 budget.

CARRIED

FPC-2021-057
It was MOVED and SECONDED,
that the budget amount for the Salt Spring Island LTC Coastal Douglas-Fir project be reduced by $5,000 such that regulatory policy development work would be done by staff.

DEFEATED

FPC-2021-058
It was MOVED and SECONDED,

that Financial Planning Committee forward the budget documents including the draft budget as amended to Trust Council.

CARRIED

7.3.4 LTC Projects – Feasibility Assessment

Not spoken to by staff.

7.3.5 Islands Trust Conservancy Board Budget Request

Not spoken to by staff.

7.3.6 Special Tax Requisition Funding

Not spoken to by staff.

7.4 2022/23 Budget Consultation Process - RFD

Director Frater presented the RFD. The Committee provided some feedback in regards to the questions and arrangement of the budget engagement materials. The survey will be reviewed at the FPC meeting in January, 2022.

Trustee Brent left the meeting at 2:57 p.m.

FPC-2021-059
It was MOVED and SECONDED,
that Financial Planning Committee approve the 2022/23 Budget Public Consultation materials in principle.

CARRIED

8. NEW BUSINESS

None.

9. WORK PROGRAM

Director Mobbs presented the Work Program, indicating that the #1 Top Priority, Budget 2022/23, will be updated to reflect the work that has recently been accomplished prior to it being forwarded to Trust Council.

FPC-2021-060
It was MOVED and SECONDED,
that Financial Planning Committee forward the FPC Work Program to Trust Council for information.

CARRIED

10. NEXT MEETING

Wednesday, January 19 from 10:00 a.m. to 3:00 p.m.

11. ADJOURNMENT

By general consent the meeting adjourned at 3:02 p.m.

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Peter Grove, Chair

Certified Correct:

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Robert Barlow, Legislative Services Clerk/Recorder

Minutes are not official until adopted at a subsequent meeting.

Islands Trust

Follow Up Action Report

Financial Planning Committee

12-Nov-2020

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee ask staff to bring back an analysis of the cost effectiveness of the satellite offices (items #13-#17 in the appendix to the Draft Budget Reductions Option briefing) including how often they are used and alternatives.	Clare Frater David Marlor Julia Mobbs Kate Emmings	Target: 16-Feb-2022	In Progress

20-Jan-2021

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee request staff to recommend changes to policy 6.5.1 for review by Financial Planning Committee.	Julia Mobbs	Target: 19-Jan-2022	In Progress

01-Sep-2021

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee direct staff to review Trust Council Policy 7.2.1 Trustee Remuneration against the recommendations in 'UBCM's Council and Remuneration Guide' to identify areas of potential improvement, and that staff provide recommendations for policy changes to address these areas, as needed.	Julia Mobbs Russ Hotsenpiller	Target: 19-Jan-2022	In Progress

20-Oct-2021

Activity	Responsibility	Dates	Status

Islands Trust

Follow Up Action Report

Financial Planning Committee

20-Oct-2021

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee adopt the proposed meeting dates for the 2022 calendar year as presented.	Robert Barlow	Target: 01-Dec-2021	Completed
2 that Financial Planning Committee direct staff to schedule all the 2022 FPC meeting dates as electronic meetings, and list the Victoria Office Board Room as the public meeting location, except for Wednesday, November 30, 2022.	Robert Barlow	Target: 01-Dec-2021	Completed

10-Nov-2021

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee reschedule the May 25, 2022 meeting to Wednesday, June 1, 2022.	Robert Barlow	Target: 01-Dec-2021	Completed
2 that Financial Planning Committee forward the September 30, 2021 Financial Report to Trust Council for approval as presented.	Julia Mobbs	Target: 01-Dec-2021	Completed
3 that Financial Planning Committee forward the Financial Forecast as at September 30, 2021.	Julia Mobbs	Target: 01-Dec-2021	Completed
4 that Financial Planning Committee recommend to Trust Council withdraw $182K from surplus for projects where Bowen Island Municipality would benefit from the reduction.	Julia Mobbs	Target: 01-Dec-2021	Completed

Follow Up Action Report

Financial Planning Committee

10-Nov-2021

Activity	Responsibility	Dates	Status
5 that Financial Planning Committee recommend to Trust Council defer $41K allocated to the Freshwater Sustainability Strategy reporting to a future year.	Julia Mobbs	Target: 01-Dec-2021	Completed
6 that $36K from the surplus in the local trust committee fund be included as revenue in the 2022/23 budget for LTC projects.	Julia Mobbs	Target: 01-Dec-2021	Completed
7 that Financial Planning Committee request staff to report back on options to recover costs related to building permit referrals.	David Marlor	Target: 19-Jan-2022	In Progress
8 that the Gabriola housing project not be included in the draft 2022/23 budget and that a special tax requisition approach be considered and collaborate with other LTCs that have a similar interest.	David Marlor Heather Kauer Julia Mobbs	Target: 01-Dec-2021	Completed
9 that Financial Planning Committee recommend the Hornby OCP review be removed from the budget.	Julia Mobbs	Target: 01-Dec-2021	Completed
10 that Financial Planning Committee remove the climate indicators project from the 2022/23 budget.	Julia Mobbs	Target: 01-Dec-2021	Completed
11 that Financial Planning Committee forward the budget documents including the draft budget as amended to Trust Council.	Julia Mobbs	Target: 01-Dec-2021	Completed
12 that Financial Planning Committee forward the FPC Work Program to Trust Council.	Julia Mobbs	Target: 01-Dec-2021	Completed

Islands Trust

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	January 19, 2022
From:	Trust Area Services	**Date Prepared:**	January 12, 2022

SUBJECT: **2022/23 Budget Public Engagement Survey**

RECOMMENDATION: That Financial Planning Committee approve the 2022/23 Budget Public Engagement Survey.

TRUST AREA SERVICES DIRECTOR COMMENTS: Consultation on the Islands Trust Council's proposed budget offers an annual opportunity to hear from constituents about their priorities, desired services, and service levels.

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1 **PURPOSE:** To seek endorsement from Financial Planning Committee (FPC) on the public engagement survey for the 2022/23 budget consultation program.

2 BACKGROUND:

The Financial Planning Committee has the responsibility to co-ordinate an effective annual budget process that includes designing the process for public input. On November 10th, 2021, the Financial Planning Committee approved draft communication materials for the 2021/22 budget consultation process.

Staff have now drafted a survey for FPC review and approval. As in previous years, the budget information is provided in the survey, rather than in a separate document. This leads to a long survey but promotes informed responses. Last year, FPC requested *staff to include actual expenditures in each of the fiscal years shown in the Annual Percentage Change in Property Taxes since 2012/13 (excludes Bowen Island Municipality) Table, and the proposed budget amount for 2021/22*. Staff have continued to include this information (2013/14 to 2022/23) but, in the interest of providing a shorter survey, FPC may wish to consider requesting staff to provide this information in the budget engagement news release instead.

In response to Trust Council feedback last year on the extent of feedback to review (121 pages), this year's draft survey includes fewer questions. If the extent of expected feedback is of concern, FPC could request that staff remove some of the opportunities to explain answers.

Only people who select Salt Spring Island LTA as the area they are most connected with will see the Salt Spring Island LTA specific questions and Bowen Island respondents will not be asked the local planning services question.

The survey has been updated to reflect recently released BC Assessment property values which has impacted both local trust area (LTA) property taxes and the Bowen Island Municipality levy. Specifically, the newly released data shifts tax dollars from BIM to LTAs, resulting in a lower BIM levy, and an increase in LTA taxes. The increase to LTAs is felt primarily in new development and not in the general taxation increase.

Staff have changed the survey from last year in a number of ways:

- Providing total revenue and expenditure amounts with dollar and percent increases over the previous approved budget
- Adding current year forecast and proposed budget figures to the charts in the survey
- Potentially adding information on the proposed residential tax increase per $100,000 of assessed property value, pending information from external agencies who process the Trust tax requisition each year. Staff note this figure may not be possible to generate if information is not readily available and received from other agencies. If staff are able to generate this figure, it will be provided to FPC at their meeting for review.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: This project will be a Trust Area Services priority for January-February and will require support from the CAO and Directors of Administrative Services and Local Planning Services to respond to questions received from the public. This initiative will reduce capacity for other communications initiatives that may emerge during this time.

FINANCIAL: None. The public consultation program is expected to cost up to $3,700.00 for advertising in newspapers and online. There is funding available for this program in the Trust Area Services communication budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS:

Trust Area Services staff have drafted the survey based on the proposed 2022/23 budget and will amend it according to FPC feedback. Staff will then promote the survey through advertising, subscriber notices, Twitter, Facebook, and a news release. The online survey will be open for seventeen days, Friday, January 21 – Sunday, February 6. The deadline will be the same for anyone providing budget input using the dedicated email address. All budget related communications will adhere to *Freedom of Information and Protection of Privacy Act* legislation.

All submissions through the survey and email will be monitored. Any interactions regarding the budget consultation on the Islands Trust Twitter and Facebook accounts, and where possible on other online platforms, will be tracked, and social media posters will be encouraged to direct feedback to the survey and/or the budget@islandstrust.bc.ca e-mail. Any questions received through this process that are not relevant to the budget process but can be addressed by other staff will be forwarded.

After the deadline, staff will compile all public input along with the basic statistical analysis that is provided by the survey software for the Financial Planning Committee and Trust Council’s review. Staff will also prepare a briefing that highlights any overarching themes.

FIRST NATIONS: The proposed budget supports implementation of the Reconciliation Action Plan. Staff will e-mail First Nations contacts to ensure they are aware of the engagement opportunity.

OTHER: None.

3 RELEVANT POLICIES:

- TC Policy 2.3.3 - Financial Planning Committee Terms of Reference
- TC Policy 6.3.1 - Budget Process
- TC Policy 6.10.2 - Communications

4 ATTACHMENTS:

1 Draft 2022-2023 Budget Consultation Public Survey

RESPONSE OPTIONS

Recommendation: That Financial Planning Committee approve the 2022/23 Budget Public Engagement Survey.

Alternative:

1) That Financial Planning Committee approve the 2022/23 Budget Public Engagement Survey, as amended.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: Gillian Nicol, A/Engagement Planner, Trust Area Services//January 12, 2022
Julia Mobbs, Director, Administrative Services/January 12, 2022
Russ Hotsenpiller, CAO/January 13, 2022

IslandsTrust

Islands Trust 2022/23 Budget Survey

We Need Your Input!

Thank you for taking the time to complete our Budget 2022/23 survey. We value your opinion. Before you start, there are some things you need to know:

All correspondence and survey results on the draft budget is shared with Islands Trust's Financial Planning Committee. Financial Planning Committee considers public input when developing their budget recommendations to Islands Trust Council. Trust Council will also see all correspondence and survey results. If you would like to learn more about Islands Trust and its activities and accomplishments to date, consider reviewing our Annual Reports. Please be advised that the proposed budget numbers are draft only, and are subject to change before final approval by Trust Council at its next quarterly meeting from March 8–10, 2022.

Budget Webinar:
January 27, 2022 @ 7:00 p.m.
Before you complete the survey you may wish to attend the webinar to hear an overview and ask questions. Please subscribe for Events and Education updates via our website to get webinar updates and to register for the webinar. The webinar will be recorded and posted onto our website after.

Survey Closes:
Sunday, February 6th, 11:59 p.m.

Survey logistics:
The estimated time to read and complete the survey is 10 minutes.
Questions with an * at the beginning require an answer.

Anonymous Survey and Personal Information:
When you complete the survey you are anonymous.

Survey results, and any other input we get about Budget 2021/22, may be shared publicly at Islands Trust meetings, on our website, through social media, or in our publications or documents.

Any personal information gathered through this survey is subject to the *Freedom of Information and Protection of Privacy Act*. Enquiries about the collection or use of information in this survey can be directed to the Islands Trust's Legislative Services Manager at 250.405.5188.

The Islands Trust will not collect, use, or disclose personal information using this SurveyMonkey survey. Please be aware, however, that IP addresses are collected by SurveyMonkey itself.

There can be only one survey response per computer. If you share a computer with someone who also wants to respond, please work together on your response, or email your comments to us at budget@islandstrust.bc.ca.

* 1. **Tell us about yourself**

The Islands Trust Area occupies almost 5200 square kilometres within the Salish Sea.

What is your connection to the islands? Check as many as apply:

☐ I am a member of a First Nation within the Islands Trust Area

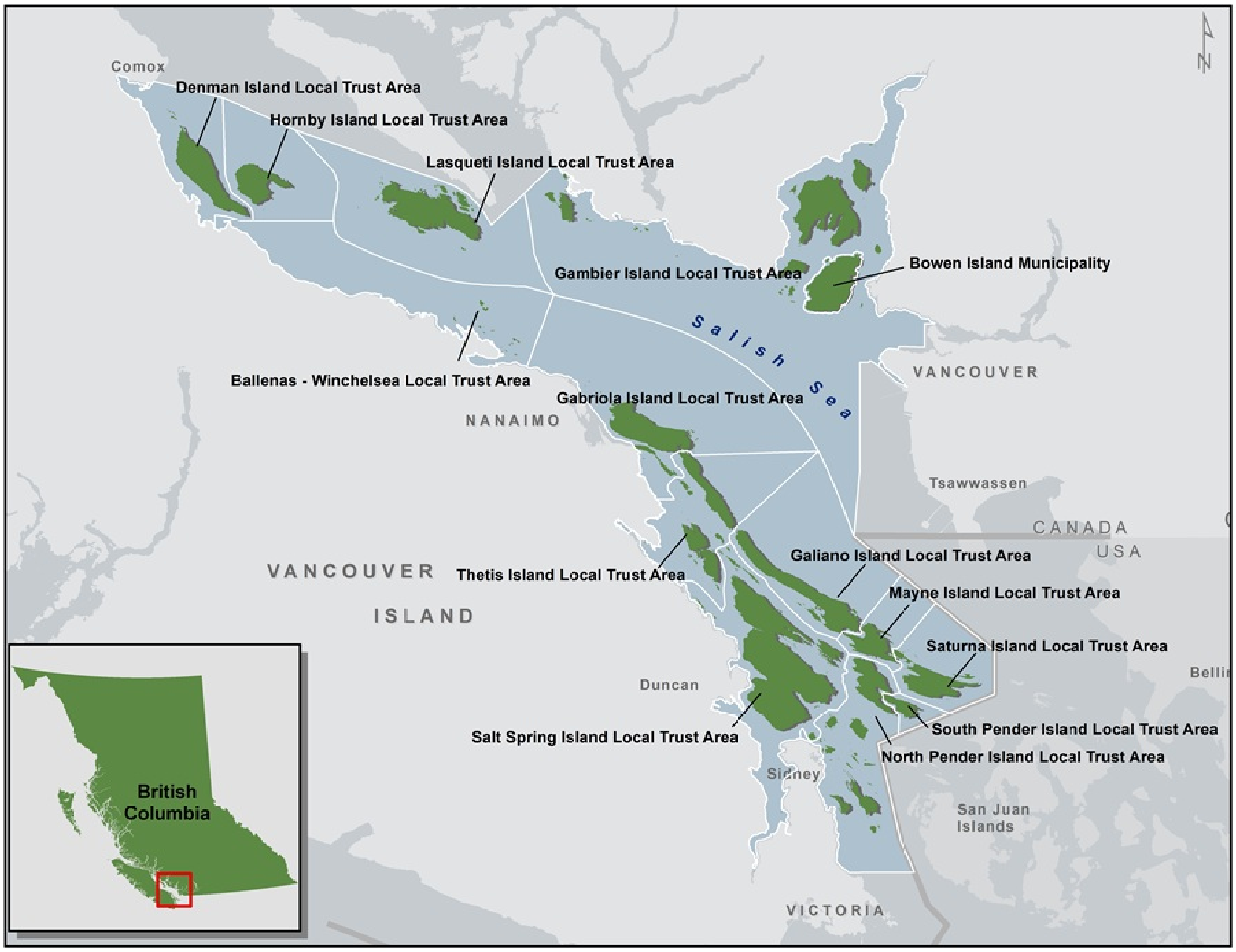
☐ I am a part-time resident

☐ I am a full-time resident

☐ Other (Please explain):

☐ I am a visitor

☐ I do not wish to answer



Comox
Denman Island Local Trust Area
Hornby Island Local Trust Area
Lasqueti Island Local Trust Area
Gambier Island Local Trust Area
Bowen Island Municipality
Salish Sea
VANCOUVER
Ballenas - Winchelsea Local Trust Area
Gabriola Island Local Trust Area
NANAIMO
Tsawwassen
CANADA
USA
Galiano Island Local Trust Area
VANCOUVER
ISLAND
Thetis Island Local Trust Area
Mayne Island Local Trust Area
Saturna Island Local Trust Area
Duncan
South Pender Island Local Trust Area
Salt Spring Island Local Trust Area
North Pender Island Local Trust Area
Sidney
San Juan
Islands
British
Columbia
VICTORIA

* 2. The Islands Trust Area is made up of 13 local trust areas (LTA) and Bowen Island Municipality. Which one do you feel most connected with?

- ◯ Ballenas-Winchelsea Island LTA
- ◯ Bowen Island Municipality
- ◯ Denman Island LTA
- ◯ Gabriola Island LTA
- ◯ Galiano Island LTA
- ◯ Gambier Island LTA
- ◯ Hornby Island LTA
- ◯ Lasqueti Island LTA
- ◯ Mayne Island LTA
- ◯ North Pender Island LTA
- ◯ Salt Spring Island LTA
- ◯ Saturna Island LTA
- ◯ South Pender Island LTA
- ◯ Thetis Island LTA
- ◯ The entire Islands Trust Area
- ◯ Other (please specify)

Islands Trust 2022/23 Budget Survey

Proposed 2022/23 Budget

Islands Trust works to preserve and protect over 450 islands in the Salish Sea and surrounding waters with First Nations, residents, property owners, and all British Columbians. Each year, the Islands Trust Council develops our budget in consultation with the people we serve.

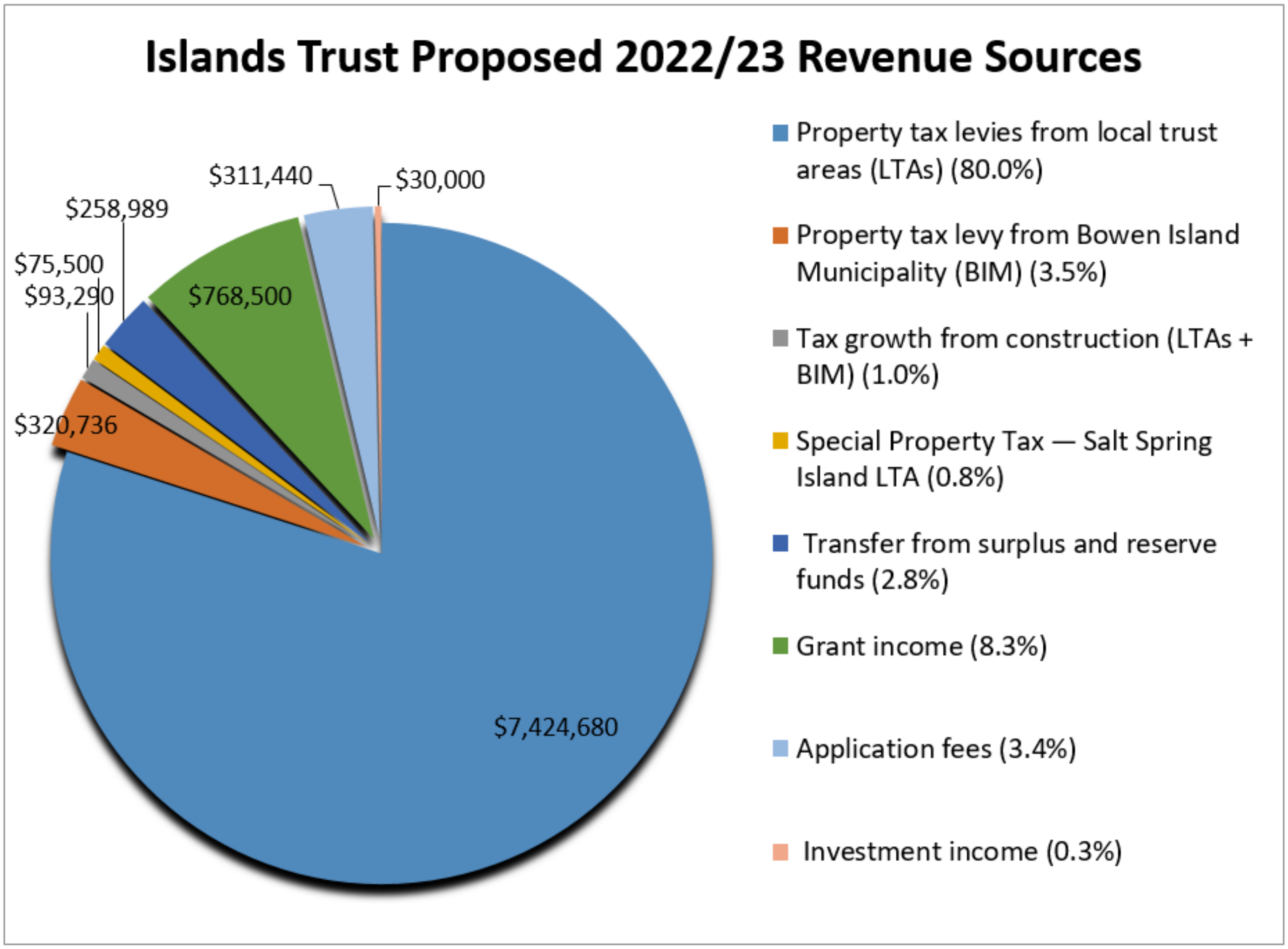
In developing the proposed budget for 2022/23 ($9.3 M, excludes non-cash amortization), Islands Trust Council assumes that Islands Trust will maintain existing service levels and implement the 2018-2022 Strategic Plan. View a breakdown of the draft budget numbers here. Please note that figures in this survey are rounded to the nearest thousand.

Revenue:

$7.4M property taxes
- 6.1% increase ($435,000)
  - **4.88% tax increase for local trust areas**
  - 1.25% tax from new construction and development

$324,000 Bowen Island Municipal tax levy
- 4.0% increase ($12,497)
  - **3.07% tax levy increase to existing taxpayers**
  - 0.95% tax levy increase from new development and construction

$768,000 in grants ($197,500, 12% increase)
$311,000 in application fees ($191,440, 160% increase)
$259,000 transfers from Island Trust surplus and reserve funds ($399,000, 61% reduction)
$75,500 Salt Spring Island Local Trust Area special tax levy (no change)
$30,000 in investment and other income ($30,000, 50% reduction)


Islands Trust Proposed 2022/23 Revenue Sources
$311,440
$30,000
$258,989
$75,500
$93,290
$768,500
$320,736
$7,424,680
Property tax levies from local trust areas (LTAs) (80.0%)
Property tax levy from Bowen Island Municipality (BIM) (3.5%)
Tax growth from construction (LTAs + BIM) (1.0%)
Special Property Tax — Salt Spring Island LTA (0.8%)
Transfer from surplus and reserve funds (2.8%)
Grant income (8.3%)
Application fees (3.4%)
Investment income (0.3%)

Expenditures:

Islands Trust preserves and protects the Trust Area through: environmentally sound land use planning, land protection through the Islands Trust Conservancy, and working locally and across agencies to collaborate, plan, and advocate on important matters in our jurisdiction. Actual historical spending trends help to inform the proposed budget.

Total value of the proposed 2022/23 budget is $9,283,000 which pays for operations, projects, and capital purchases (excludes non-cash amortization expense).

The proposed **operating** budget excluding non-cash amortization expense is $8,301,000, an increase of 4.1% ($337,000) from last year. This includes:

- $5.7M in staff salaries, benefits and training costs (increase of $132,000, 2% increase). This includes a proposed new part-time Conservancy fund development position ($52,000) to work with potential donors and 2.0% staff wage increases per union agreements and the BC Public Service policies.
- $660,000 in office leases and associated costs and insurance ($27,000, 4% increase
- $605,000 in trustee remuneration and benefits ($15,000, 2% increase). Learn more.
- $265,000 for legal expenses (no change)
- $214,000 for Conservancy species at risk program ($8,500, 4% increase)
- $187,000 for Conservancy property management, conservation planning, land securement and ecosystem mapping ($12,000, 9% increase)
- $192,000 in insurance expense ($7,000, 4% increase)
- $141,000 in elections expenses
- $100,000 in technical support ($12,000, 13% increase)
- $70,000 in communications costs ($21,000, 42% increase)
- $67,000 in meeting expenses to support ongoing hybrid public meetings ($7,600, 13% increase)

The proposed **projects** budget is $912,000, an increase of 3.4% ($30,000) over last year. There are $304,000 in proposed local trust committee projects, $235,000 in Strategic Plan projects, and $374,000 in proposed operational projects. These are listed lower in the survey. The proposed **capital** budget is $71,000; ($37,500, 113% increase), which includes:

- $ 15,000 to purchase computers for newly elected trustees
- $ 51,000 to replace end-of-life technology

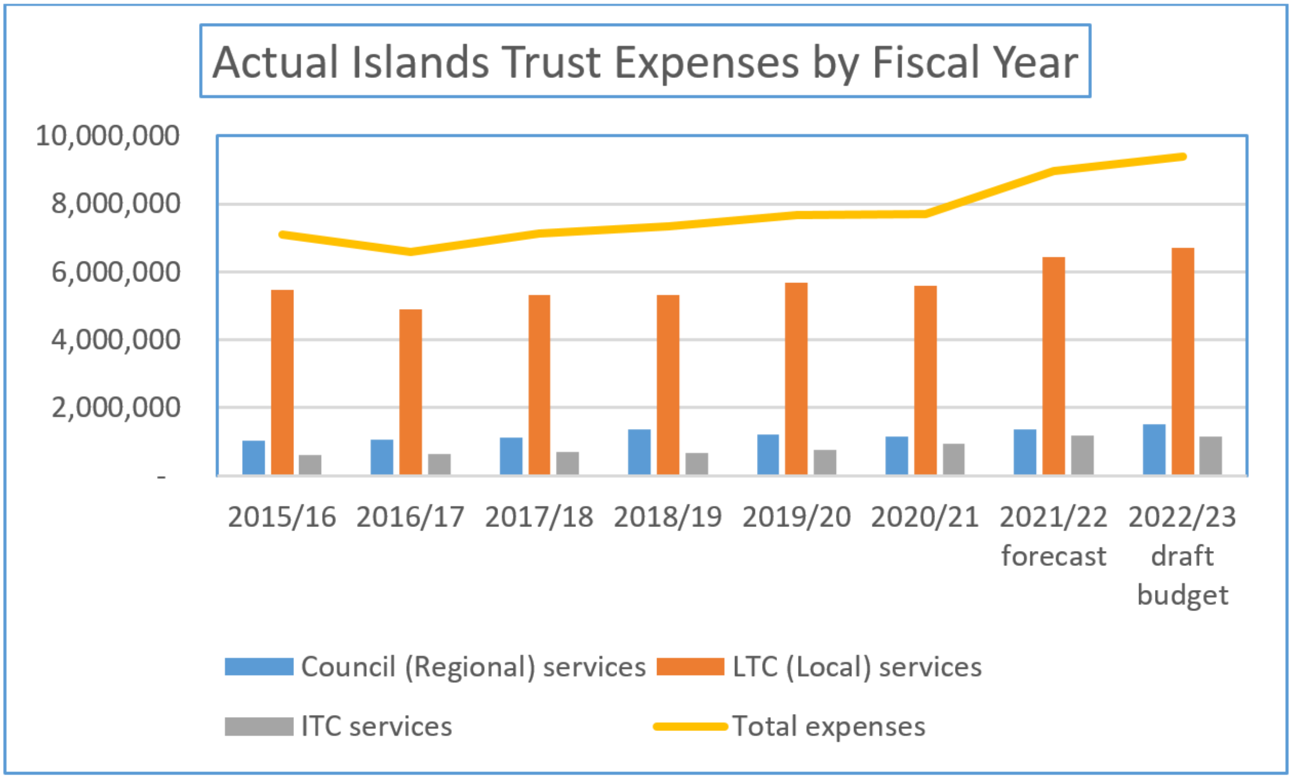
Annual percentage (%) change in property taxes (excludes Bowen Island Municipal levy[1]), approved budget expenditures, and actual expenditures since 2013/14.

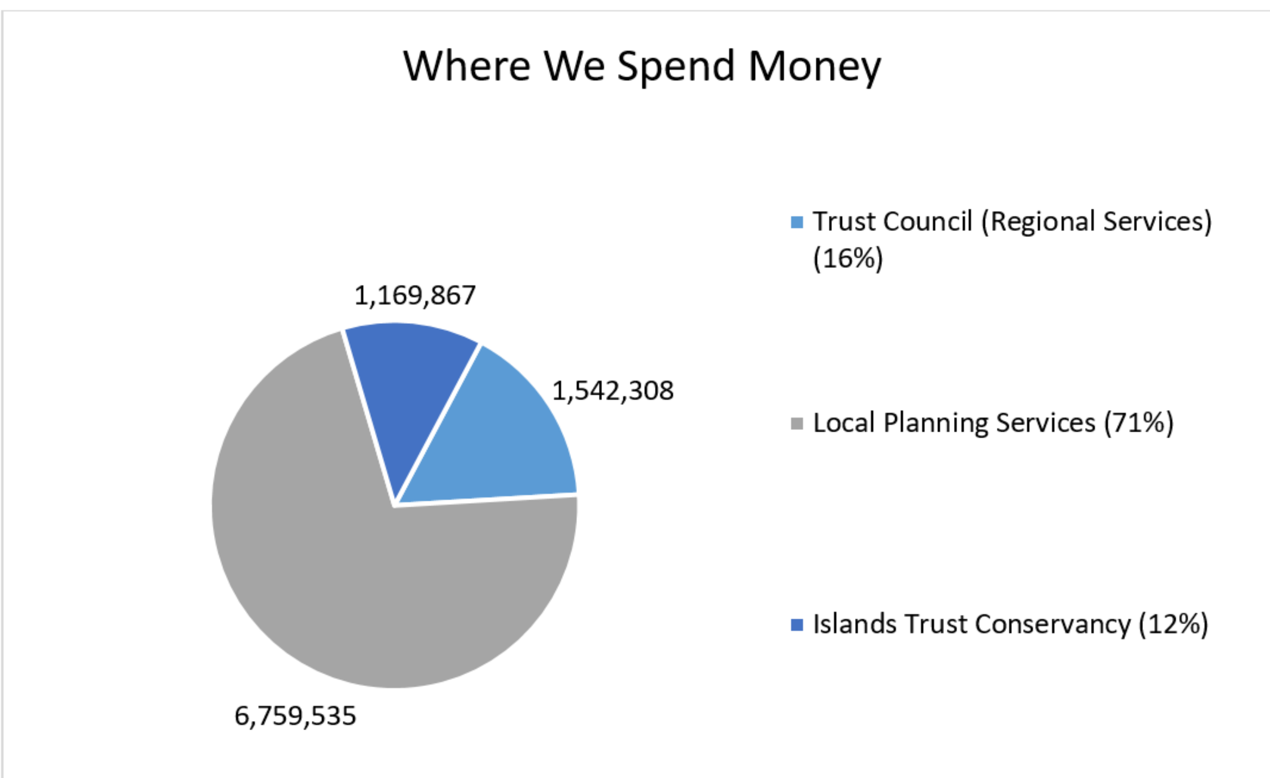
Fiscal Year (April 1 – March 31)	**% Property Tax Change** (excludes increase due to non-market factors)	**Approved Operating & Projects Budget Expenditures[2]** (excludes Capital)	**Actual Expenditures[3]**
2022/2023 (proposed)	4.88%	$9,401,010	NA
2021/2022	3.26%	$8,838,101	Year in Progress
2020/21	0%	$8,096,211	$7,707,867
2019/20	2%	$7,753,986	$7,672,619
2018/19	2%	$7,658,134	$7,339,845
2017/18	0%	$7,667,011	$7,131,865
2016/17	0%	$7,260,509	$6,588,536
2015/16	0%	$7,134,445	$7,092,373
2014/15	0%	$7,054,080	$6,835,277
2013/14	1.30%	$6,892,192	$6,500,914

[1] Since 2013/14Bowen Island Municipal levy has increased from $225,614 to $311,188 in 2021/22. The proposed levy for 2022/23 is $324,692. Bowen Island Municipality contributes to regional programs and Conservancy costs (not land use planning) based on their proportional share of Trust Area property values. Bowen Island taxpayers contribute to regional programs and Conservancy costs to the same extent as other island taxpayers.

[2] The operating and projects budget excludes purchases of tangible capital assets and includes amortization expense, which aligns with financial reporting for Actual Expenditures

[3] As reported in the annual audited financial statements


Actual Islands Trust Expenses by Fiscal Year
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
-
2015/16
2016/17
2017/18
2018/19
2019/20
2020/21
2021/22 forecast
2022/23 draft budget
Council (Regional) services
LTC (Local) services
ITC services
Total expenses


Where We Spend Money
1,169,867
1,542,308
6,759,535
Trust Council (Regional Services) (16%)
Local Planning Services (71%)
Islands Trust Conservancy (12%)

How the Proposed 2022/23 Budget Impacts Residential Property Taxes

For local trust areas, it is estimated that the proposed budget will result in a **$X** increase per $100,000 of residential assessed property value.

For Bowen Island, it is estimated that the proposed budget will result in a **$X** increase per $100,000 of residential assessed property value.

* 3. What budget principles do you support?

- ◯ Increase taxes to add new programs/services or to improve existing services or programs
- ◯ Keep taxes the same to maintain staffing, services and programs at current levels
- ◯ Keep taxes the same, but decrease spending in some areas while increasing spending in other areas
- ◯ Decrease taxes by reducing services and programs from current levels
- ◯ Don't know / other

Why did you make this choice?

Islands Trust 2022/23 Budget Survey

Local Planning Services

In the Islands Trust Area, the focus of all land use planning is the preservation of the environment, cultural heritage, and community sustainability. Land use planning activities include:

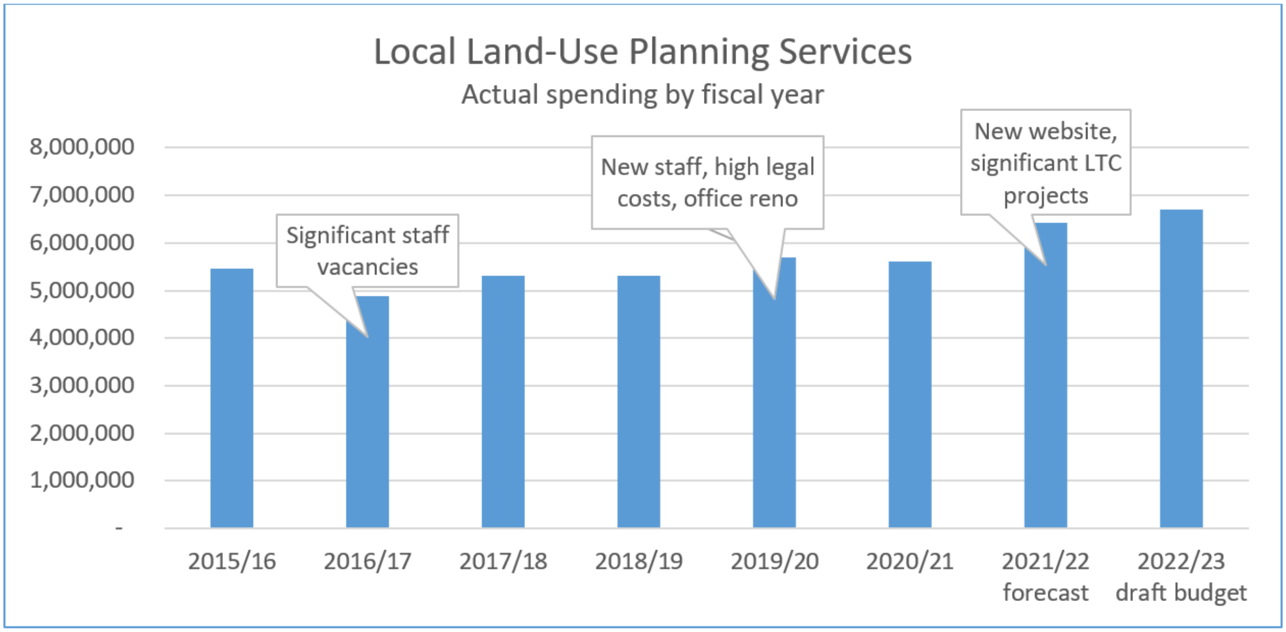
- Proactive land use planning (maintain and update 20 official community plans and 20 land use bylaws)
- Application processing (e.g. property rezonings, development permits, public hearings about proposed bylaws)
- Local trust committee meetings
- Community information meetings (e.g. land use planning issues, freshwater protection issues and options, climate change)
- Bylaw compliance and enforcement

In addition to routine regional operations, Trust Council plans to fund the following local trust committee projects for 2022/23:

- Hornby Island LTA Official Community Plan Amendment Review - $15,000
- Gambier Island LTA Official Community Plan Amendment Review - $17,000
- Denman Island LTA Official Community Plan/ Land Use Bylaws Housing & Short-term Rentals Review - $13,500
- Salt Spring Island LTA Protection Coastal Douglas-fir Zone and Assoc. Ecosystems - $32,00
- Salt Spring Island LTA Ganges Village (phase 2) - $51,000
- Salt Spring Island LTA Housing Action Program (phase 2) - $25,000
- Other local trust committee projects (to be allocated during the year) - $26,000

Trust Council also plans to fund the following operational project as a 100% grant-funded project:

- Development application processing improvement project - $367,000



4. Would you like to see funding for local land use planning services:

◯ Increased

◯ Decreased

◯ Stay the same

◯ I don't have an opinion

Please explain your answer:

Islands Trust 2022/23 Budget Survey

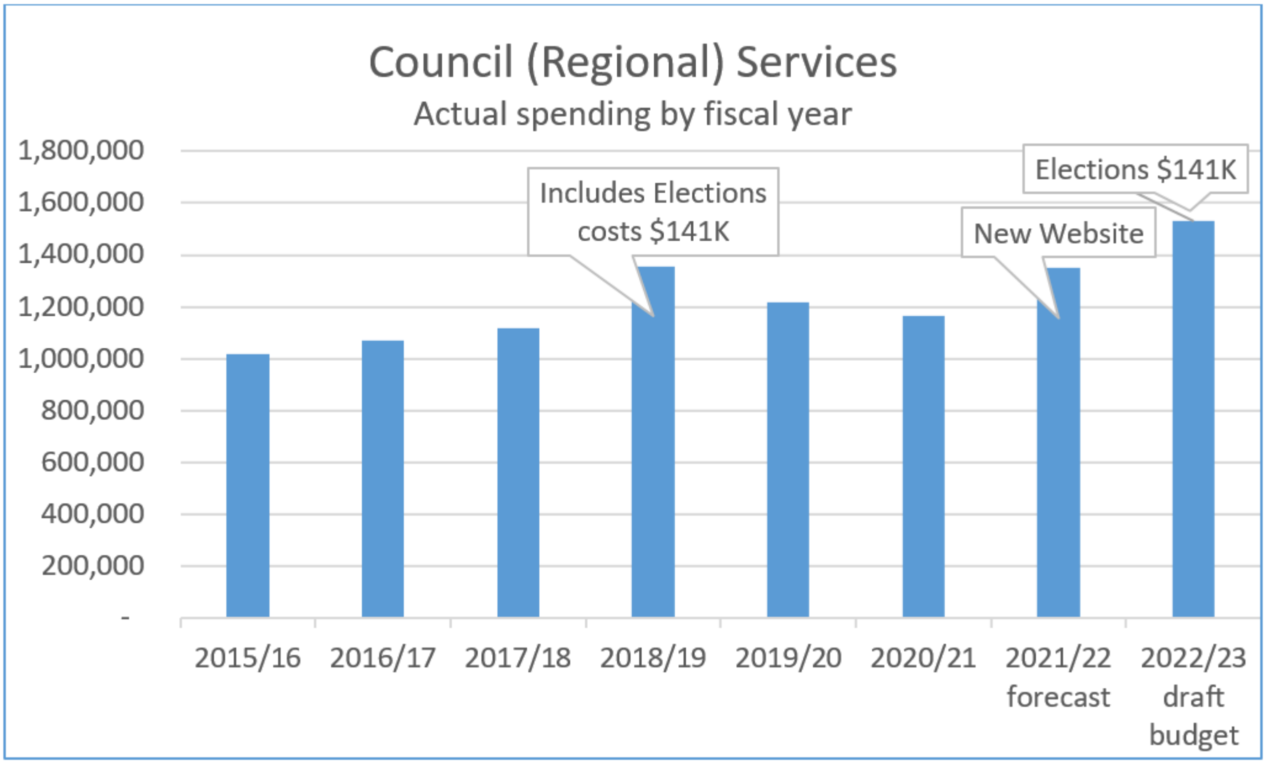
Regional Programs

The Islands Trust Council supports the preserve and protect mandate through region-wide programs and services. These include

- Communications (e.g website, social media, advertising, publications, news releases)
- Intergovernmental relations (e.g. reconciliation, agreements with other levels of government, hosting of coordination events)
- Trust Area-wide policy management, including the Policy Statement (e.g. updating, interpreting)
- Legislative services (e.g. Freedom of Information requests)Advocacy (e.g. lobbying about topics such as marine shipping safety, climate action)
- Public education programs (e.g. Community Stewardship Award program; educational workshops on topics such as water, climate action, species at risk)
- Islands Trust Council meetings and Council committee meeting

In addition to routine regional operations, Trust Council plans to fund the following Strategic Plan projects in 2022/23:

- Reconciliation Action Plan - $ 17,000
- Policy Statement Amendment (Islands 2050) - $5,000
- Website Improvements - $15,000
- Model Density Bonus Bylaws (Affordable Housing) - $10,000
- Freshwater Strategy Communications - $6,000
- Groundwater Sustainability Science Program - $50,000
- Heritage Overlay Mapping & Model Bylaws (Phase 2) - $74,000
- Climate Change Indicators - $25,000
- Stewardship Education Program - $17,500
- Secretariat Services - $15,000



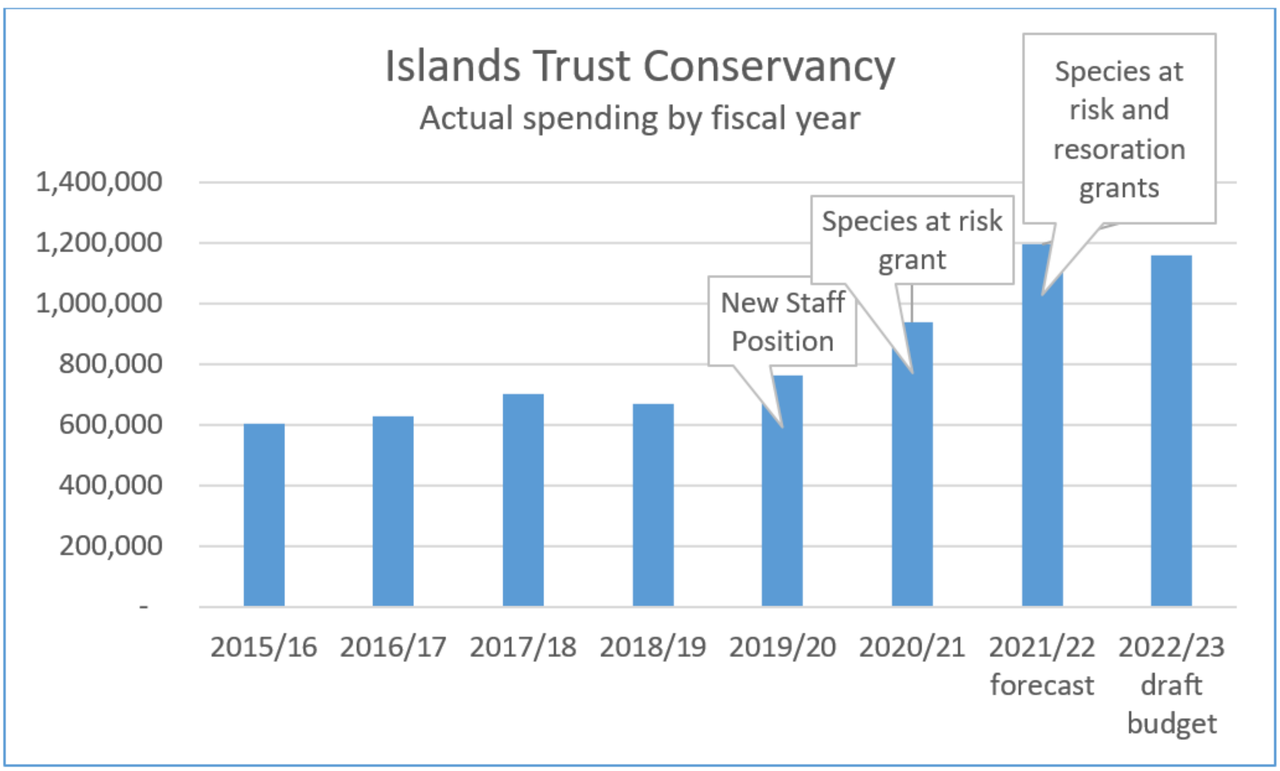
*** 5. Would you like to see funding for regional programs and services:**

- ◯ Increased
- ◯ Stay the same
- ◯ Decreased
- ◯ I don't have an opinion

Please explain your answer:

Islands Trust Conservancy

Ecosystems of the Islands Trust Area are among the most at risk in Canada and contain some of the highest levels of biodiversity in British Columbia. Islands Trust Conservancy (ITC) protects natural landscapes (1,364 hectares) across the region within 32 nature reserves and 79 conservation covenants. Islands Trust Conservancy encourages land conservation through innovative programs that promote conservation covenants (voluntary agreements registered on a land title that protect natural features), establishment of nature reserves and other voluntary conservation initiatives. ITC's administration costs, including the costs of managing the 111 protected areas, are paid for through the Islands Trust budget. Land purchases and covenants are generously funded through donations and grants. As of July 1st, 2021, ITC nature reserves had a combined BC Assessment Value of over $31 million. In 2022-23, Islands Trust Conservancy will also receive $213,500 in external funding for a Species at Risk Program through Environment and Climate Change Canada which is part of a three-year grant totalling $643,000. With more than 350 listed species at risk, and 72 ecosystems at risk in the Islands Trust region, the Islands Trust Conservancy has a strategic and focused program to help ensure their recovery.



*** 6. Would you like to see funding for the Islands Trust Conservancy?**

- ◯ Increased
- ◯ Stay the same
- ◯ Decreased
- ◯ I don't have an opinion

Please explain your answer:

Islands Trust

Islands Trust 2022/23 Budget Survey

Salt Spring Island Special Property Tax Levy

A special property tax levy is a way for the Islands Trust to fund a special initiative taking place in a single local trust area through a tax levied on property owners only in that local trust area.

This special tax can be used when a local trust committee wishes to undertake a large initiative with local significance or to take on additional operations. Since 2014, the Salt Spring Island Local Trust Committee has funded, through a special local tax requisition, the Salt Spring Island Watershed Protection Alliance to support work related to the preservation and protection of freshwater resources on Salt Spring Island.

Salt Spring Island Watershed Protection Alliance Backgrounder.

7. Do you support a special property tax requisition in the Salt Spring Island Local Trust Area to fund the coordination of initiatives to preserve and protect freshwater on Salt Spring Island?

- ◯ Yes
- ◯ No
- ◯ I don't know
- ◯ I don't have an opinion

Please explain your answer:

8. The special property tax requisition is proposed to be $75,500 to fund the continued coordination of community, government and non-government organizations working together in 2022/23 to develop a framework and strategy to protect watersheds and preserve drinking water sources on Salt Spring Island.

- ◯ Too much
- ◯ Too little
- ◯ Just right
- ◯ I don't know
- ◯ I don't have an opinion

Please explain your answer:

Islands Trust

Islands Trust 2022/23 Budget Survey

* 9. **Tell Us More**

There are so many ways to communicate. We want to know what works best for you.

How do you prefer to receive information from the Islands Trust? Select all that apply.

- ☐ Local newspaper
- ☐ Email
- ☐ Direct mail
- ☐ Islands Trust website
- ☐ Facebook
- ☐ Twitter
- ☐ Online Community bulletin boards
- ☐ Meetings of the Local Trust Committee
- ☐ Meetings of Bowen Island Municipality
- ☐ Other (please specify)

* 10. How did you hear about this survey?

- Community blog or website (non-Islands Trust)
- Email from Bowen Island Municipality
- Email from the Islands Trust
- Facebook
- Twitter
- Other social media
- Other (please specify)
- Islands Trust website
- Local trustee
- Newspaper advertisement
- Newspaper article
- Word of mouth

* 11. Please indicate your age

- 12-24
- 25-39
- 40-59
- 60-79
- 80+
- I don't wish to answer

12. Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.

Thank you for taking the Budget 2022/23 Survey!

Gathering input from the people we serve helps us to understand different viewpoints and make decisions that reflect them. Your contribution to the budget process is greatly appreciated!

Give Us Feedback Anytime
We're like to hear from you! Any time you'd like to give us feedback, go to: https://islandstrust.bc.ca/contact-us/share-your-views/

Stay Up-to-Date
Want to stay up-to-date with the Islands Trust? You can sign up for news and information at: https://islandstrust.bc.ca/subscribe/

BRIEFING

To:	**Financial Planning Committee**	**For the Meeting of:**	January 19, 2022
From:	**Director Administrative Services**	**Date Prepared:**	January 12, 2022
SUBJECT:	**Changes to the Draft 2022/23 Budget**		

PURPOSE:

To inform the Financial Planning Committee (FPC) of changes made to the draft 2022/23 budget since it was last reviewed.

BACKGROUND:

Since FPC met in November and reviewed the 2022/23 Budget draft 1, version 2, the following activities and budget amendments have taken place:

- **The proposed budget was presented to Trust Council at their December 2021 meeting;**
  - Trust Council made the following resolution(s) to amend the draft budget, which has been reflected in the current draft:

    (1)
    TC-2021-115
    That the $15,000 for the Hornby Island Official Community Plan Review be put back into the 2022/2023 draft budget.

    The impact of this adjustment to the overall budget is and increase in funded local trust committee planned projects of $15,000.

    (2)
    TC-2021-124
    That the Climate Indicators Project for $25,000 be included in the Islands Trust 2022/2023 draft budget.

    The impact of this adjustment to the overall budget is and increase in funded Strategic plan projects of $25,000.

    (3)
    TC-2021-126
    That Trust Council approve the draft 2022/23 budget as amended for public consultation.

The budget draft being put forward for consultation reflects the amendments made by Trust Council, as well as changes for updated BC Assessment data regarding property values within the Trust Area (see the Consultation RFD in this agenda for additional detail).

- **The BC Assessment Non-Market Change (NMC) reports have been made available;**
  - A NMC of 1.28% is reported by BC Assessment for the general local trust area (based on weighted average of area 763 and 764 as per Budget Assumptions and Principles approved by Trust Council). The draft 2022/23 budget previously reviewed by FPC and Trust Council reflected an anticipated 0.70% NMC. The impact of this change generates a small increase in NMC taxation dollars with a corresponding decrease to the existing taxation base hike.
  - A NMC of 1.95% is reported by BC Assessment for Bowen Island Municipality. The draft 2022/23 budget previously reviewed by FPC and Trust Council reflected an anticipated 1.2% NMC. This means a larger portion of the BIM levy is anticipated to be collected from non-market factors (i.e.: new construction and development).

- **The BC Assessment Converted Net Taxable Values have been made available:**
  - This information is used internally to allocate specific revenues and expenditures across different Local Trust Areas (LTAs). For budget purposes, it is used to generate the percent of total Islands Trust Area assessed values that Bowen Island Municipality (BIM) makes up, which influences how much they contribute to the budget.
  - Assessment information has been made available from BC Assessment to update Net Converted Assessment Values in each local trust area and BIM. The newly reported figures show an decrease in the portion of property value held by BIM in relation to the rest of the trust, from 18.33% in the previous draft to 17.23% in the current draft. This has contributed to an overall decrease in the levy requisitioned from BIM (discussed below).

- **Trustee Remuneration**
  - The BC Assessment folios information has been updated. Folios information is used in the calculation of trustee remuneration, in accordance with Trust Council Policy 7.2.1 Trustee Remuneration. Updated folios information has been provided in conjunction with the revised rolls in December 2021.
  - BC Statistics 12 month CPI information has been released for the month of November 2021. CPI information is used in the calculation of trustee remuneration in accordance with Policy 7.2.1 as above. November 2021 CPI information remains consistent has increased over the previous version of the draft budget, moving from 2.0% to 2.3%. When information for December 2021 is released, the budget draft will be updated accordingly, in line with policy direction for trustee remuneration calculation.
  - As a result of the updated data, Trustee base remuneration has increased by approximately $1000 in the current budget draft.

- **BIM Levy:**
  - Changes to the budget have increased overall expenditures in the budget which impact general taxation as well as the BIM tax levy.
  - The departmental allocation of expenses impacts the municipal pool allocation rate which informs the calculation of the BIM levy. Changes to the budget have resulted in a municipal pool allocation rate of 27.2% versus the previous budget draft rate of 27.1% which has minimal impact to the BIM levy.
  - As previously discussed, NCAV has declined for BIM (from 18.33% to 17.23%) which results in decrease in the BIM levy. The impact of this change accounts for almost the entirety of the reduction in the BIM levy over the previous budget draft.
  - The BIM levy is calculated at $323,767 in the current draft budget, which is almost $20,000 lower than the previous draft budget. This updated levt figure represents an increase over the prior year levy of 4%. Of this 4%, almost 1% can be attributed to NMC factors.

- **Local Trust Areas property taxes:**
    - Changes to the budget have increased overall expenditures in the budget which impact general taxation.
    - Changes in distribution of property values within the Trust also impact general taxation.
    - Total LTA property taxes have increased $60,885 over the last budget, however a larger portion of the increase is now expected to be collected from NM changes to the tax base (ie: new development. As such, the revised general tax base increase is 4.89% plus 1.28% expected from NM changes. .The previous budget reflected a general increase of 4.61% plus 0.70% from NM.

- **Draw from Surplus and Reserved changes:**
  The total draw from all surplus and reserve funds is $258,989 in the current draft budget. This is no change from the budget reviewed at Trust Council. The breakdown of this total draw is as follows:

Draw from General Revenue Surplus Fund	$182,000
Draw from LTC Project Reserve Fund	$ 36,089
Draw from SSIWPA Special Requisition Reserve Fund	$ 40,900

- **The communications team has prepared the budget consultation package for FPC review and discussion:**
    - Budget consultation documents will be reviewed as part of the January FPC agenda

Summary of Changes

Expenses

The current draft budget totals $9.3M when amortization expense of $188,000 is removed, which is an overall budget increase of approximately $40,000 from the previous draft. The main drivers of this increase are the addition of the Climate indicators project, and the Hornby Island LTC project as directed by Trust Council resolution.

Revenues

Sources of revenue to fund budgeted expenses:

- $588,500 of expenses have their own specific grant funding (ITC SAR, LPS LG development applications);
- $188,000 of expenses are funded by Provincial and other non-specific grant monies;
- $7,516,304 of expenses are funded by general property taxes;
- $323,754 of expenses are funded by the BIM tax levy;
- $75,500 of expenses are funded by special property tax requisition;
- $258,989 of expenses are funded by transfers from surplus and reserve funds;
- $120,000 of expenses are funded by application fees revenue;
- $30,000 of expenses are funded by investment income;
- $188,000 of expenses relate to amortization expense which is has no funding given its non-cash nature.

The current draft budget has a general local trust area tax increase is 4.89% plus an additional 1.28% from NMC factors, resulting in an increase to total general taxation of $436,534.

The current draft budget has a BIM tax levy increase of 4.0%, of which 0.95% will come from NMC in property base. The resulting BIM levy is $323,754

Based on the current budget draft, the projected balance in the General Revenue Surplus fund will be right at the minimum level required under Policy 6.5.1 Reserves and Surplus. When financial forecasts are updated in February, staff will update the calculation of this projected balance to ensure it remains within policy.

<u>Pending</u>
Items that have <u>not</u> been updated in the current budget draft, that may require update in future drafts include:

- **Project updates and changes:**
    - Assessment of all current projects will be conducted by project managers as part of the third quarter forecast to determine if carry over funding will be required in the next fiscal year's budget.

- **Operational expenditure changes:**
    - None identified at this time.

ATTACHMENT(S):

1. Budget Summary – Numerical D2V1
2. Surplus allocations
3. LTC projects list
4. Strategic and Operational Projects list

FOLLOW-UP:

Further changes to the draft 2022/23 budget may occur when the following information is received:

- Completion of the Q3 Actual Financial results and Q3 Forecasted Financial results;
- Receipt of Public Feedback on the current draft budget;
- Other follow-up as directed by FPC.

Prepared By: Director, Administrative Services
Prepared By: Russ Hotsenpiller, Chief Administrative Officer

ISLANDS TRUST
BUDGET DRAFT:
2022/23

		2018/19	2019/20	2020/21	2021/22		2022/23	Budget-Budget Comparisons		Budget-Actual Comparisons	
	Amt to balance budget, excluding amort =	-	-	-	(0)	(0)	(0)				
		ACTUALS *elections*	ACTUALS	ACTUALS	BUDGET	Q2 Forecast	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Draft budget vs 2022 forecast*	*Draft Budget to 2022 forecast % change*
	REVENUE										
40300	Fees & Sales	166,154	102,051	168,378	120,000	120,000	**311,440**	*191,440*	*160%*	*191,440.00*	*160%*
45000	Provincial Grant - Unrestricted	180,000	180,000	180,000	180,000	180,000	**180,000**	*-*	*0%*	*-*	*0%*
	Provincial Grant - LG Development Applications				-		**367,000**	*367,000*	*#DIV/0!*	*367,000.00*	*#DIV/0!*
	Provincial Grant - Restricted (HWI)				156,000	215,000	**-**	*(156,000)*	*-100%*	*(215,000.00)*	*-100%*
	Provincial Grant - Restricted (ITC Conserv. Stimulus)				22,000	38,500	**-**	*(22,000)*	*-100%*	*(38,500.00)*	*-100%*
	Federal Grant - Restricted (ITC SAR)			187,001	205,000	242,500	**213,500**	*8,500*	*4.1%*	*(29,000.00)*	*-12%*
49001	Contingent Grants - Projects	8,329	13,201	32,579	8,000	21,000	**8,000**	*-*	*0%*	*(13,000.00)*	*-62%*
46000	Property Tax Levy - LTA	6,312,331	6,696,752	6,783,141	7,079,770	7,079,771	**7,079,770**	*436,534*	*6.2%*	*(1.00)*	*0%*
4.89%	Property Tax Levy - LTA General Increase	126,247					**346,201**			*346,200.75*	*#DIV/0!*
1.28%	Property Tax Levy - LTA NMC Increase	63,123					**90,333**			*90,333.25*	*#DIV/0!*
	Special Tax Requisition - SSI LTA (SSIWPA)	98,500	98,500	75,500	75,500	75,500	**75,500**	*-*	*0%*	*-*	*0%*
	Property Tax Levy - Bowen	293,933	329,634	303,026	311,188	311,188	**311,188**	*12,579*	*4.0%*	*-*	*0%*
3.09%	Property Tax Levy - Bowen General Increase						**9,622**			*9,622.25*	*#DIV/0!*
0.95%	Property Tax Levy - NMC Increase						**2,956**			*2,956.29*	*#DIV/0!*
48000	Interest Income	104,385	102,281	22,054	60,000	21,035	**30,000**	*(30,000)*	*-50%*	*8,965.00*	*43%*
49000	Other income	8,692	161,853	1,108	0		**0**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
47000	Transfer from General Revenue Surplus Fund				373,660	381,157	**182,000**	*(191,660)*	*-51%*	*(199,157.00)*	*-52%*
47000	Transfer from LTC Specific Reserve Fund				204,000	181,800	**36,089**	*(167,911)*	*-82%*	*(145,711.00)*	*-80%*
	Transfer from SSIWPA Reserve Fund				80,000	50,000	**40,900**	*(39,100)*	*-49%*	*(9,100.00)*	*-18%*
	Total Revenue	7,361,694	7,684,271	**7,752,786**	8,875,119	**8,917,451**	**9,284,500**	*409,382*	*5%*	*367,048.53*	*4%*
	EXPENSES										
50900	Amortization	79,978	175,329	188,759	218,000	230,009	**188,000**	*(30,000)*	*-13%*	*(42,009)*	*-18%*
50950	Applications sponsored by EC	10,050	2,035	13,485	5,000	3,000	**5,000**	*-*	*0%*	*2,000*	*67%*
new	NAPTEP Applications sponsored by EC	-	-	0	-		**1,000**	*1,000*	*#DIV/0!*	*1,000*	*#DIV/0!*
50960	History and Heritage Funding Grants-in-Aid	1,500	4,500	-	5,000	5,000	**5,000**	*-*	*0%*	*-*	*0%*
51000	Audit	23,725	13,725	18,000	20,000	20,000	**20,000**	*-*	*0%*	*-*	*0%*
51500	Bank Charges & Interest	3,176	4,181	2,402	4,000	4,000	**4,000**	*-*	*0%*	*-*	*0%*
52500	Board of Variance	747	1,974	242	1,100	550	**1,200**	*100*	*18%*	*650*	*118%*
53500	Carbon Offset Purchases	300	(922)	(322)	-		**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
54000	Committee Meeting Expense - FPC	5,965	2,269	-	-		**1,000**	*1,000*	*#DIV/0!*	*1,000*	*#DIV/0!*
54100	Committee Meeting Expense - RPC	3,049	1,526	-	-		**1,000**	*1,000*	*#DIV/0!*	*1,000*	*#DIV/0!*
54200	Committee Meeting Expense - TPC	4,973	2,200	50	1,000		**1,000**	*-*	*#DIV/0!*	*1,000*	*#DIV/0!*
54300	Cultural Working Group	-	75	-	-		**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
54500	Communications and ITC Fundraising	40,666	16,243	23,701	49,000	45,650	**69,780**	*20,780*	*46%*	*24,130*	*53%*
54580	FN Protocol Funds	-	1,831	955	-	917	**-**	*-*	*0%*	*(917)*	*-100%*
55105	SW Support and Licensing	59,371	64,521	74,827	103,900	105,701	**86,000**	*(17,900)*	*-17%*	*(19,701)*	*-19%*
55200	Internet	48,022	43,895	48,408	48,000	48,000	**47,800**	*(200)*	*0%*	*(200)*	*0%*
55500	Technical Support	74,180	89,251	90,323	88,000	95,693	**99,700**	*11,700*	*12%*	*4,007*	*4%*
56000	Contingency	48	2,737	1,539	5,000	4,000	**13,000**	*8,000*	*200%*	*9,000*	*225%*
56500	Contract Services	96,265	66,801	74,407	45,000	68,832	**48,000**	*3,000*	*4%*	*(20,832)*	*-30%*
57000	Elections - General	125,868	-	-	-		**141,000**	*141,000*	*#DIV/0!*	*141,000*	*#DIV/0!*
57050	Elections - By-elections	14,997	61	-	-		**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
60000	Insurance	106,588	119,259	174,616	185,000	185,000	**192,000**	*7,000*	*4%*	*7,000*	*4%*
61100	ITC - Board Honoraria	6,850	7,000	5,250	6,600	3,300	**6,600**	*-*	*0%*	*3,300*	*100%*
61200	ITC - Board Meeting Expense	11,451	8,982	101	6,925	1,500	**1,500**	*(5,425)*	*-362%*	*-*	*-*

ISLANDS TRUST
BUDGET DRAFT:
2022/23

	Amt to balance budget, excluding amort =	-	-	-	(0)	(0)	(0)				
		2018/19	2019/20	2020/21	2021/22		**2022/23**	*Budget-Budget Comparisons*		*Budget-Actual Comparisons*	
		ACTUALS *elections*	ACTUALS	ACTUALS	BUDGET	Q2 Forecast	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Draft budget vs 2022 forecast*	*Draft Budget to 2022 forecast % change*
61210	ITC - Board Training & Conferences	94	3,010		2,000	2,000	**2,000**	-	0%	-	0%
61300	ITC - Property Management	55,835	61,067	156,830	124,810	181,130	**137,780**	12,970	7%	(43,350)	-24%
61500	ITC - Conservation Planning & Land Securement	13,366	12,177	26,631	30,000	19,528	**29,500**	(500)	-3%	9,972	51%
61600	ITC - Ecosystem Mapping	22,000	1,449	0	20,000	6,000	**20,000**	-	0%	14,000	233%
62000	Land Title Registrations	3,476	3,600	4,424	4,500	4,500	**-**	(4,500)	-100%	(4,500)	-100%
63000	Legal - general	73,003	80,475	89,780	90,029	97,955	**90,029**	(0)	0%	(7,926)	-8%
63100	Legal - bylaw enforcement litigation	97,524	81,806	89,130	85,048	75,000	**85,048**	0	0%	10,048	13%
63200	Legal - litigation defence	64,387	89,639	118,913	90,050	75,000	**90,050**	(0)	0%	15,050	20%
65000	LTC "Trustee Expenses"	6,928	4,745	1,000	5,000	4,686	**5,000**	-	0%	315	7%
65050	LTC "Executive Expense on LTC's"	18,274	14,458	164	12,000	8,000	**12,000**	-	0%	4,000	50%
65200	LTC Meeting Expenses	37,579	39,150	29,257	36,000	31,892	**36,000**	-	0%	4,108	13%
65210	LTC Local Exp APC Meeting Expenses	5,745	8,096	3,278	5,400	5,978	**5,400**	-	0%	(578)	-10%
65220	LTC Local Exp Communications	3,144	5,166	6,187	5,000	7,394	**5,000**	-	0%	(2,394)	-32%
65230	LTC Local Exp Special Projects	3,491	4,648	893	5,000	1,471	**5,000**	-	0%	3,529	240%
67000	Meeting Expense	167,826	136,652	15,784	59,000	49,818	**66,600**	7,600	15%	16,782	34%
67500	Memberships	13,406	13,822	7,073	15,210	15,209	**13,900**	(1,310)	-9%	(1,309)	-9%
68100	Notices - Statutory & Non-Statutory	19,755	18,085	14,464	21,000	15,499	**21,000**	-	0%	5,501	35%
69000	Office - Lease costs	387,820	406,751	403,250	388,700	397,700	**406,500**	17,800	4%	8,800	2%
69005	Office - outside services	53,754	58,256	53,014	58,900	46,004	**61,200**	2,300	5%	15,196	33%
70000	Postage, Courier & Delivery	10,403	13,164	9,302	10,100	9,800	**10,100**	-	0%	300	3%
74000	Recruitment	6,471	4,216	4,197	6,000	6,000	**6,000**	-	0%	-	0%
74900	Safety	327	1,548	5,233	5,000	1,934	**5,000**	-	0%	3,066	158%
75100	Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	1,747,836	1,940,821	2,030,866	2,242,986	5,442,216	**2,297,125**				
75110	Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	427,874	487,330	511,719	569,718		**583,470**				
76100	Sal & Ben - Salaries - Planners & RPMs	1,192,741	1,306,864	1,276,738	1,417,357		**1,456,311**				
76110	Sal & Ben - Benefits - Planners & RPMs	292,343	329,987	321,444	360,009		**369,903**	107,622	1.9%	189,569	3%
77100	Sal & Ben - Salaries - Planning Support	351,127	390,031	407,852	466,087		**448,557**				
77110	Sal & Ben - Benefits - Planning Support	86,195	97,666	102,615	118,386		**113,934**				
78100	Sal & Ben - Salaries - Bylaw	216,064	200,787	157,866	278,803		**289,063**				
78110	Sal & Ben - Benefits - Bylaw	53,134	50,270	39,724	70,816		**73,422**				
79000	Stationery & Supplies	52,546	47,775	30,094	34,200	27,236	**33,000**	(1,200)	-4%	5,765	21%
79500	Subscriptions	6,630	6,627	4,359	6,500	6,500	**7,400**	900	14%	900	14%
80100	Telephone	16,945	18,127	12,445	11,500	11,500	**12,100**	600	5%	600	5%
80300	Mobile Devices	25,072	23,511	25,396	24,100	11,983	**16,490**	(7,610)	-32%	4,507	38%
81100	Training - Organization-wide	3,524	2,886	1,344	3,000	3,000	**5,000**	2,000	67%	2,000	67%
81200	Training - staff recognition & meetings	16,837	17,529	5,053	4,000	4,000	**16,000**	12,000	300%	12,000	300%
81300	Training & Conferences	41,180	41,723	16,462	33,500	22,350	**43,425**	9,925	30%	21,075	94%
81305	Travel for Training	28,590	32,010	805	17,835	5,200	**16,035**	(1,800)	-10%	10,835	208%
82300	Travel	74,427	84,624	18,524	59,072	42,800	**57,129**	(1,943)	-3%	14,329	33%
84100	Trustee Remuneration	387,062	415,456	524,971	522,180	522,178	**534,094**			11,916	2%
84110	Trustee Remuneration - CPP Expense	15,937	16,345	17,563	18,898	18,898	**19,436**			538	3%
84120	Trustee Remuneration - Health/Dental benefits	43,243	43,014	37,170	37,598	37,600	**40,884**			3,284	9%
84130	Trustee Remuneration - MSP Benefits	18,122	13,200		-		**-**	11,915	2.3%	-	#DIV/0!
84140	Trustee Remuneration - Pay in Lieu of benefits	3,500	1,333	1,000	1,000	1,000	**1,000**			-	0%
84150	Trustee Remuneration - Employer Health Tax	2,268	9,715	10,344	10,202	10,202	**10,434**			232	2%
84500	Trustee Remuneration - Executive on LTCs	73,558	75,281		-		**-**			-	#DIV/0!
	Operating Budget Subtotal	6,959,130	7,342,368	**7,309,903**	8,178,019	8,050,310	**8,489,900**	***307,824***	***3.8%***	439,590	5%

ISLANDS TRUST
BUDGET DRAFT:
2022/23

		2018/19	2019/20	2020/21	2021/22		2022/23	Budget-Budget Comparisons		Budget-Actual Comparisons	
	Amt to balance budget, excluding amort =	-	-	-	(0)	(0)	(0)				
		ACTUALS *elections*	ACTUALS	ACTUALS	BUDGET	Q2 Forecast	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Draft budget vs 2022 forecast*	*Draft Budget to 2022 forecast % change*
	PROJECTS										
	LTA Projects:										
73001	LTC Projects, partially funded by LTC reserve fund	57,713	33,023	27,384	204,000	181,800	**179,500**	*(24,500)*	*-12%*	*(2,300)*	*-1%*
	LTC Projects Funded by Approved Grants (590) - HWI				45,000		**-**	*(45,000)*	*-100%*	*-*	*#DIV/0!*
	LTC Projects Funded by Contingent Grants (590)	0	2,757	(1,083)	8,000	20,000	**8,000**	*-*	*0%*	*(12,000)*	*-60%*
	LTC Projects funded by Special Requisition Surplus Fund				80,000	50,000	**40,900**	*(39,100)*	*-49%*	*(9,100)*	*-18%*
	LTA Work Funded by Special requisition (SWIPPA)	96,571	45,256	67,736	75,500	75,500	**75,500**	*-*	*0%*	*-*	*0%*
73001-A	Strategic Plan Projects										
	Reconciliation Action Plan implementation					16,000	**17,000**				
	Policy Statement amendment					118,600	**5,000**				
	NAPTEP Regulation Exemption analysis						**-**				
	Website Design/Functionality updates					24,500	**15,000**				
	Develop Model Density Bonus Bylaws (Affordable Housing)						**10,000**				
	FWSS - Freshwater FN Report Formatting						**6,000**				
	FWSS - Freshwater Sustainability Reporting Program					150,000	**-**				
	FWSS - Groundwater Sustainability Science Program					50,000	**50,000**				
	Heritage Overlay Mapping & Model Bylaws (Phase 2)					55,000	**74,000**				
	Climate Change Indicators						**25,000**				
	Stewardship Education Program					24,000	**17,500**				
	Secretariat Services					12,000	**15,000**				
	Prior year Strategic Plan Projects	113,604	183,357	271,287	469,400	146,573	**-**	*(234,900)*	*-50%*	*(146,573)*	*-100%*
73001-B	Operational Projects						**-**				
	LG Development Approvals Program: LPS						**367,000**	*367,000*	*#DIV/0!*		
	LG Development Approvals Program: BE						**-**	*-*	*#DIV/0!*		
	LG Development Approvals Program: ITC						**-**	*-*	*#DIV/0!*		
*	Electronic Documents Management						**6,500**	*6,500*	*#DIV/0!*		
	Prior year projects				-		**-**	*-*	*#DIV/0!*		
	Projects Total	**267,888**	**264,394**	365,324	881,900	923,973	911,900	*30,000*	*3.4%*	*(12,073)*	*-1%*
	Total Operating + Projects Expenditures	**7,227,018**	**7,606,762**	**7,675,227**	**9,059,919**	**8,974,283**	**9,401,800**	*341,881*	*4%*	*427,517*	*5%*
	CAPITAL										
55100	Computer H/W & S/W	98,021	61,750	21,878	29,200	75,846	**51,800**	*22,600*	*77%*	*(24,046)*	*-32%*
	Computer HW for new trustees			-	-		**14,900**	*14,900*	*#DIV/0!*	*14,900*	*#DIV/0!*
69100	Office - Equipment & Furniture	1,835	3,844	10,763	4,000	4,000	**4,000**	*-*	*0%*	*-*	*0%*
69500	Office - Renovations	11,101					**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
	Total Capital Spending	110,957	65,856	**32,641**	**33,200**	**79,846**	**70,700**	*37,500*	*113%*	*(9,146)*	*-11%*
	Total Operating, Projects, Capital Budget	**7,337,974**	**7,672,618**	**7,707,867**	**9,093,119**	**9,054,129**	**9,472,500**	*379,381*	*4.2%*	*418,371*	*5%*
	Net Surplus (Shortfall)	**23,719**	**11,654**	**44,919.86**	**(218,000)**	**(136,678)**	**(188,000)**				
	Add non-cash Item - amortization				218,000		188,000				
	Surplus (deficit)	**23,719**	**11,654**	**44,920**	(0)	**(136,678)**	**(0)**				
	Adjustments for reporting:										
	Net Capitalized Expenditures & Amortization Adj					136,679					

ISLANDS TRUST
BUDGET DRAFT:
2022/23

	2018/19	2019/20	2020/21	2021/22		2022/23	Budget-Budget Comparisons		Budget-Actual Comparisons	
Amt to balance budget, excluding amort =	-	-	-	(0)	(0)	(0)				
	ACTUALS *elections*	ACTUALS	ACTUALS	BUDGET	Q2 Forecast	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Draft budget vs 2022 forecast*	*Draft Budget to 2022 forecast % change*
Transfer from (to) General Revenue Surplus Fund	(23,719)	(11,654)	(44,920)							
Transfer from (to) LTC Project Specific Reserve Fund										
Transfer from (to) SSIWPA reserve fund										
Net Balance	-	-	-	(0)	(0)	**(0)**				

Islands Trust
Budget 2022/23
SURPLUS ALLOCATIONS

Area	Project/Area	PY Carryover $	New $	Total Funding in 2022/23	Dept	*BIM Contrib Factor*	$ Credit to BIM
	Allocation of Funding Transferred from General Revenue Surplus Funds:						
Strat	Reconciliation Action Plan implementation		17,000	**$ 17,000**	TC	*100%*	$ 17,000
Strat	Policy Statement amendment		5,000	**5,000**	TAS	*100%*	5,000
Strat	NAPTEP Regulation Exemption analysis		-	**-**	ITCB	*100%*	-
Strat	Website Design/Functionality updates		15,000	**15,000**	TAS	*100%*	15,000
Strat	Develop Model Density Bonus Bylaws (Affordable Housing)		-	**-**	LPS	*0%*	-
Strat	FWSS - Freshwater FN Report Formatting		-	**-**	LPS	*0%*	-
Strat	FWSS - Freshwater Sustainability Reporting Program		-	**-**	LPS	*0%*	-
Strat	FWSS - Groundwater Sustainability Science Program		-	**-**	LPS	*0%*	-
Strat	Heritage Overlay Mapping & Model Bylaws (Phase 2)		-	**-**	LPS	*0%*	-
Strat	Climate Change Indicators		25,000	**25,000**	TAS	*100%*	25,000
Strat	Stewardship Education Program		17,500	**17,500**	TAS	*100%*	17,500
Strat	Secretariat Services		15,000	**15,000**	TAS	*100%*	15,000
Admin	Electronic Documents Management		6,500	**6,500**	Admin	*27%*	1,771
Admin	Computer HW for new trustees		14,900	**14,900**	Admin	*27%*	4,060
TC	Elections (portion)		66,100	**66,100**	TC	*0%*	-
	Total transfer from General Revenue Surplus Fund (GRSF)	-	182,000	**182,000**			100,331
	Allocation of Funding Transferred from SSIWPA Special Requisition Surplus Funds:						
	SSI FWS: Strat Plan for Watershed Stewardship & Protection	32,500	8,400	$ 40,900	LPS - SSI	*0%*	$ -
	Total transder from SSIWPA reserve fund	32,500	8,400	**40,900**			$ -
	Allocation of Funding Transferred from LTC Project Specific Reserve Fund:						
	Pool for Allocation to LTCs in Year	-	36,089	$ 36,089	LPS	*0%*	$ -
		-	36,089	**36,089**			$ -
	TOTAL TRANSFER FROM ALL SURPLUS AND RESERVE FUNDS			**$ 258,989**			

ISLANDS TRUST
Draft Budget 2022-23
LTC PROJECTS BUDGET

ITEM	LTA	AMOUNT	TOTAL
Specific Projects >$5000:			
HO OCP Amendment Review	HO	15,000	
GAB Housing project	GAB	-	
GM OCP	GM	17,000	
DE OCP and LUB Housing and ST Rentals Review	DE	13,500	
SSI Protection CDF Zone and Assoc. Ecosystems	SSI	32,000	
SSI Ganges Village (phase 2)	SSI	51,000	
SSI Housing Action Program (phase 2)	SSI	25,000	**153,500**
Amount per LTC:			
Pool for Allocation to LTCs in Year			**26,000**
Total LTC Projects budget			**179,500**

Islands Trust
Initiatives Summary
Fiscal Year: 2022/23

CATEGORY	DESCRIPTION	AMOUNT	*Funding Source*	BUDGET LINE ITEM
STRATEGIC PLAN INITIATIVES				
#4.6	Reconciliation Action Plan implementation	17,000	*Surplus*	Strategic Plan Projects (EC-TPC)
#3.1, 4.4, 5.6	Policy Statement amendment	5,000	*Surplus*	Strategic Plan Projects (EC-TPC)
#1.3	NAPTEP Regulation Exemption analysis	-		Strategic Plan Projects (EC-ITCB)
#4.2	Website Design/Functionality updates	15,000	*Surplus*	Strategic Plan Projects (EC)
#4.4	Develop Model Density Bonus Bylaws (Affordable Housing)	10,000	*Taxes*	Strategic Plan Projects (RPC)
#2.4	FWSS - Freshwater FN Report Formatting	6,000	*Taxes*	Strategic Plan Projects (RPC)
#2.4	FWSS - Freshwater Sustainability Reporting Program	-		Strategic Plan Projects (RPC)
#2.4	FWSS - Groundwater Sustainability Science Program	50,000	*Taxes*	Strategic Plan Projects (RPC)
#4.8	Heritage Overlay Mapping & Model Bylaws (Phase 2)	74,000	*Taxes*	Strategic Plan Projects (EC)
#3.3	Climate Change Indicators	25,000	*Taxes*	Strategic Plan Projects (TAS)
#4.3	Stewardship Education Program	17,500	*Surplus*	Strategic Plan Projects (TAS)
#5.2	Secretariat Services	15,000	*Surplus*	Strategic Plan Projects (TAS)
	Total Strategic Plan Projects	**234,500**		
OPERATIONAL INITIATIVES				
	LG Development Approvals Program: LPS	367,000	*Grant funds*	
	LG Development Approvals Program: BE	-		
	LG Development Approvals Program: ITC	-		
	Electronic Documents Management	6,500	*Surplus*	
	Total Operational Initiatives	**373,500**		
	TOTAL	**608,000**		

Islands Trust

Budget Funding Request Short-Form
Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by:
Hornby Island Local Trust Committee (LTC)

Business Area:
Local Planning Services - LTC projects

Name of Request:
Hornby OCP Amendment Review

Funding Request:
2022/23 - $15,000

<u>Budget Source</u> (select all that apply):

■ **Specific Project Funding**
- ■ Third Party Contractors
- ☐ Staff Travel Expense
- Staff Overtime Expense
- ☐ New Staff Member
- ☐ Computer Hardware/Software
- ☐

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**
  - Temp Duration: ____________________

■ **Other – please describe:**
A contracted Planner who would draft and process OCP bylaw amendments based on recommendations from the Hornby Island Advisory Planning Commission and take them through the legislated process.

Date initiated: December 2021

Date required: April, 2022 -March 31, 2023

BACKGROUND:

On November 20, 2020, the Hornby Island Local Trust Committee passed the following resolution:

> *that the Hornby Island Local Trust Committee add the item "Official Community Plan Review" to the Top Priorities Report as priority No. 1.*

The discussion around this project included an explanation from staff that a project of this nature would be considered Major or Extraordinary in scope and would therefore not be resourced by Planning staff from the Northern office but would need to be assigned to the Regional Planning Team (RPT). Staff further explained that the process for assigning projects to the RPT and the criteria for the RPT to decide which projects to work on first had not been decided as of yet and likely would not be until the next Islands Trust term of office.

The Hornby LTC expressed a desire to have the amendments to the OCP and LUB be completed as soon as possible and on March 26, 2021, the Hornby Island Local Trust Committee passed the following resolution:

> *that the Hornby Island Local Trust Committee request that the Advisory Planning Commission provide recommendations for Official Community Plan and Land Use Bylaw amendments with topic areas of focus: First Nations, Short Term Vacation Rentals, Housing, and the Riparian Areas Development Permit Area.*

The LTC is anticipating that the Hornby APC will be sending a recommendation for amendments to the LTC in early 2022. With the understanding that Islands Trust Planning staff may not be available to take up these recommendations to process as bylaw amendments in 2022, the LTC passed the following resolution on October 8, 2021:

> *that the Hornby Island local Trust Committee request staff to prepare a draft business case to assist the Hornby Island Advisory Planning Commission in its review of the Hornby Island Land Use Bylaw and Official Community Plan, that this business case include the use of a consultant for all or part of the work, and that staff forward the Business Case to the Islands Trust Financial Planning Committee for consideration of inclusion in the 2022/2023 Islands Trust budget.*

At their December, 2021 meeting, Trust Council passed the following resolution:

> *That the $15,000 for the Hornby Island Official Community Plan Review be put back into the 2022/2023 draft budget.*

On December 10, 2021, the LTC endorsed this business case with the following motion:

> *that the Hornby Island local Trust Committee endorse the business case for the OCP review.*

PROBLEM STATEMENT/OBJECTIVES:

Regulations regarding short term vacation rentals on Hornby continue to be confusing to residents. The cost and availability of Housing on Hornby becomes more problematic over time, and the regulations adopted regarding Riparian Areas Development Permit Area are problematic because of conflicting technical information that was used to develop them. In addition, the LTC believes acknowledgement of First Nations within the OCP is not as robust as it should be. The LTC consider addressing all of these topics in the OCP and LUB an urgent matter. Given competing demands on staff time to do this work, the LTC believes that a consultant should be hired to complete this work in the short term.

PROJECTED RESULTS/DELIVERABLES:

Funding request (FY22/23)	Target Duration	Cost
Consultant Contract – Bylaw drafting and processing through legislated process including required public engagement.	Over the course of 2022	$12,000
Technology (mapping, data analysis, etc.) and administrative support for public engagement	Over the course of 2022	$ 1,000
Development of communication and educational info / Community Information Meeting(s) Public Hearing	Over the course of 2022	$ 2,000

<u>Qualitative Analysis:</u> If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Hornby Island will no longer be able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its character. Most importantly, if no action is taken, we will fail to implement the Trust Council's mandate of preserving and protecting Hornby Island.
RECOMMENDED DECISION: That Trust Council approve $15,000 in fiscal 2022/23 to hire a consultant to process OCP and LUB bylaws as recommended by the Hornby Island Advisory Planning Commission.

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by:
Marnie Eggen
On behalf for the GM LTC

Business Area:
Gambier Island Local Trust Committee – LTC projects

Name of Request:

GM LTC – Gambier OCP and LUB Targeted Review Project

2022-2023 - $17,000.00

2023-2024 - $13,000.00

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**
  Temp Duration: ____________________

■ **Other – please describe:** Honoraria for First Nations for on-going meetings and participation, technology, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.

Date of Funding Request: September 24, 2021

GM LTC Resolution: May 27, 2021:
GM-2021-038
It was MOVED and SECONDED
that the Gambier Island Local Trust Committee endorse the Gambier Island Official Community Plan Land Use Bylaw Targeted Review Project Charter, as amended, dated May 27, 2021.
CARRIED

Funding Required for (date range):
April 2022 – March 31, 2023

ISSUE/OPPORTUNITY:
The Gambier Island OCP and LUB targeted review is a top priority project aimed at these focussed and interconnected topic areas: heritage preservation and protection (mainly 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 meaningfully engagement with Sḵwx̱wú7mesh/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 have 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 completion of a project of this scale will rely on a successful public engagement process which requires support from a skilled engagement professional with expertise in indigenous and non-indigenous engagement and land use planning policy and regulation review. The completion of this project will also rely on mapping and geospatial data, along with ecological and indigenous expertise to assist with analysis.

Background:
The first phase of this project will take place this fiscal (2021-2023) and be dedicated to developing an engagement and communications plan for the OCP-LUB targeted review and exploring data and mapping needs. The current LTC project budget will cover the anticipated costs for fiscal 2021-2023. The second and third phase of this project is dedicated to undertaking engagement and communications as recommended in the plan with targeted support from an engagement professional and continued work on identifying priority areas for protection.

The LTC is seeking the funds to support the second and third phase with this business case.
* Islands Trust Conservancy, *Gambier Island Local Trust Area Coastal Western Hemlock Forests, Forest Fact Sheets,* June 2020

PROJECTED RESULTS/DELIVERABLES:

Funding Request for Phase 2: Consultation & Bylaw Development (2022-2023)	Target Duration	Cost
Indigenous and non-indigenous engagement as per the Engagement and Communications Plan developed in Phase 1 with targeted support by consultant	Spring – Summer 2022	$15,000.00
Analysis of data/mapping for priority setting & developing criteria to	July 2021 – Fall	$2,000.00

identify target areas for consideration of protection with support from scientific and indigenous expertise	2022	
Introduce draft bylaw language	Spring 2022	
Introduce draft bylaws, early referral to First Nations and others	Summer - Fall 2022	
Funding Request for Phase 3: Legislative Process and Implementation (2023-2024)		
Legal Review	Winter 2023	$3,000.00
1st reading, further engagement, referrals to First Nations and agencies	Spring 2023	$5,000.00
Consideration of changes and 2nd reading	Summer 2023	
Community Information Meeting and Public Hearing	Summer/Fall 2023	$3,000.00
3rd reading	Fall 2023	
Forward to Executive Committee and Ministry of Municipal Affairs	Fall 2023	
Final Adoption	Winter 2023/24	
Bylaw amendment communications		$2,000.00

RISK ASSESSMENT:

- Factors potentially affecting the timing of project deliverables:
  - Regional Planning Team capacity to manage the project in 2022/2023 and 2023/2024 along with other competing LTC projects that are yet to be approved for that timeframe;
  - Capacity and available expertise to support mapping and data needs within the budget;
  - Other staffs' capacity to provide support to the project in 2022/2023 and 2023/2024;
  - First Nation capacity and interest to engage may not align with project timelines;
- Cost of First Nation honoraria, compensation for referral review may be beyond budget;
- Continued prioritization of the project by the Gambier LTC may be at risk after the 2022 election.

ALTERNATIVES CONSIDERED:

Option 1: Increase/no level of involvement of engagement consultant

Increased involvement

- More robust consultation with multiple events, all undertaken by consultant; increased possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by consultant and/or by staff;
- Over $75,000.00 overall budget, which may require use of Surplus or special property tax requisition
- Timeline of 2-3 years, likely less than current proposal; would continue into next political term.

No involvement

- Minimal consultation undertaken by staff, hampering possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by staff;
- Under $40,000 overall budget, likely funded with LTC project budget funds of under $5,000.00/fiscal;
- Extend timeline to 2.5 – 4 years or longer; would continue into next political term.

Option 2: Expand the bylaw review to a Comprehensive OCP review or limit to one topic in the targeted review

Expand Review

- Overhaul of OCP and LUB; last reviews were in 2001 and 2004 respectively;
- Possibly extending timeline to 2.5 – 4 years; would continue into next political term;
- Would likely require engagement consultants;
- Would likely result in substantial increase overall budget, which may require use of Surplus or special property tax requisition.

Limit Review to one topic area

- Fewer updated policies, and risk that OCP continues to not reflect current and future community needs;
- Possible timeline would continue to into next political term;
- Would not likely require engagement consultant;
- Would likely result in substantial decrease in overall budget, funded with LTC project budget funds of under $5,000.00/fiscal.

Option 3: Do not undertake a Gambier Island Official Community Plan/Land Use Bylaw Targeted Review

- Missed opportunities:
  - to build relationships with First Nations in the Howe Sound;
  - for Gambier Island OCP and LUB to:
    - reflect First Nation's reconciliation in accordance with Gambier Island's standing resolution and protect indigenous cultural heritage;
    - advance the Islands Trust Strategic Plan Objective "to preserve and protect marine ecosystems";
    - advance the Islands Trust Strategic Plan Objective "Preserve, protect and advocate for forest and terrestrial ecosystems"

CRITICAL SUCCESS FACTORS:

- See Risk Assessment above for critical success factors and risks involved.

RECOMMENDED OPTION:

The present funding request is for $17,000.00 for fiscal 2022/23 to allow the Gambier Island OCP-LUB project to progress to Phase 2, accommodating the support from a community engagement professional and ecological/mapping expertise. An additional $13,000.00 is anticipated to be needed in fiscal 2023/24 to advance draft bylaws through the legislative process and in order to complete the project.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$17,000.00 for fiscal 2022/2023 for Phase 2
$13,000.00 for fiscal 2023/2024 for Phase 3
Includes cost savings by limiting consultant involvement to significant engagement events/activities.

Qualitative Analysis:

If no action is taken, Gambier Island forests, shorelines and indigenous heritage are at risk of continued degradation from future rural development.

PURCHASING PROCEDURE:

- Direct award or RFP to engagement consultant for targeted support during Phase 2 and 3.
- Direct award or RFP to ecological/mapping expertise for assisting with prioritizing areas for protection.

PROPOSED IMPLEMENTATION STRATEGY:

- See Projected Results/Deliverables above.

Marnie Eggen, Island Planner on behalf of Gambier Local Trust Committee	October 1, 2021
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received:	**Approved:** ☐ **YES** ☐ **NO**

Next steps:

- If approved by management:
  - the business case will be forwarded to FPC for review in October of each year.
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and the business case forwarded to FPC.
- If not approved by management:
  - the business case wil be forwarded to FPC for information in October of each year, but not included in the budget draft.

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Initiated by:
Heather Kauer
On behalf of the DE LTC

Business Area:
Denman Island Local Trust Committee – LTC projects

Name of Request:

DE LTC – Denman OCP and LUB Housing and Short Term Rentals Review

2022/23 - $13,500
2023/24 - $8,000

<u>Budget Source</u> (select all that apply):

- ■ **Specific Project Funding**
  - ■ Third Party Contractors
  - ☐ Staff Travel Expense
  - ☐ Staff Overtime Expense
  - ☐ New Staff Member
  - ☐ Computer Hardware/Software
- ☐ **Furniture & Equipment**
- ☐ **Computer Hardware/Software**
- ☐ **New Staff Resources** (see Staff Costing Tool)
  - ☐ **Permanent**
  - ☐ **Temporary**
    - Temp Duration: ____________________
- ■ **Other – please describe:**

Honoraria for speakers/First Nations' for on-going meetings and participation, minute taking, technology support, mapping, facility rental, open-house meetings and material, , legal review, development and printing of educational info, brochures, posting of meeting, ads, and legal notifications.

Date initiated: June, 2021

Date required: April, 2022 -March 31, 2023

BACKGROUND:
Low diversity of housing types and low rental vacancy are the prominent housing challenges on Denman island. As of June, 2021, the preschool, General Store, and at least one farm are having trouble finding staff, mainly due to lack of housing on the island. With high land values also comes the desire to revitalize and monetize properties, which often negatively impact the environment and neighbourhoods as well as the island's housing market options for most average income households on the island.

PROBLEM STATEMENT/OBJECTIVES:
Amendments to the OCP and LUB would tackle a range of issues that impact the affordability of housing and the types of housing as they relate to the locations, sizes, and designs of housing development. Furthermore, the existing policies within the OCP are outdated and no longer reflect the current housing conditions, as well as infrastructure servicing, transportation system, environmental conditions and other elements that impact the availability, affordability and diverse housing types on the island. The current OCP policies and LUB regulations related to housing also need to be updated to implement the recommendations of the *Islands Trust Northern Region Housing Needs Assessment, 2018* and Section 473 of the Local Government Act requiring that OCPs include housing policies that address housing needs.

Active and meaningful engagement with First Nations based on the standard of Free, Prior and Informed Consent (FPIC), on-going collaboration with external agencies and local organization, as well as the public at-large will also be part of this planning process. It is important to note that, the traditional practice is to provide a capacity funding to support First Nations' participation, which amounts to approximately $200 per person, per meeting. For the nations to review any draft documents, it will be around $2000 per nation per review.

The creation of a project of this scale will rely on a successful public engagement process which requires a skilled facilitator to deal with a diverse group of stakeholders and the numerous issues affecting their community.

PROJECTED RESULTS/DELIVERABLES:

Funding request for Stage 1 (FY22/23)	**Target Duration**	**Cost**
First Nation Consultation early and ongoing Coordination with First Nations' staff Collaborations with First Nations in their preferred methods	One half day	$2,500
Consultant Contract – Public Engagement	Over the course of 2022	$10,000
Technology (mapping, data analysis, etc.) and administrative support for public engagement program, meetings with stakeholder groups and agencies	Over the course of 2022	$ 1,000
Finding Request for Stage 2 (FY23/24)		
Draft amendment to OCP/LUB – Regional Planning Team	Over 5 months in late 2023	$
Legal review	Focus on review of draft bylaws	$ 6,000
Development of communication and educational info / Community Information Meeting(s) Public Hearing	Over the course of 2023 - 2024	$ 2,000

Progress update and public meetings	Multiple - TBA	$

ALTERNATIVES CONSIDERED:

Option 1:
Keep the same project charter but consider one or all of the following options:

- Plan public engagement activities that could be accomplished entirely by Regional Planning Team members;
- Extend the proposed project duration;

Option 2:
Request that the Regional Planning Committee develop model OCP policies and LUB regulations that promote affordable housing Trust-wide.

This alternative would maximize Trust budget dollars by creating models that can be considered by all LTCs in the Trust area and not just benefit one LTC. However, the Denman LTC considers housing to be an urgent enough matter in the Denman LTA that a housing project should be prioritized sooner than a Trust-wide process might allow.

Option 3:
Keep the same project charter and budget but fund the project via a Special Tax Requisition (this would require reconsideration for next 2022/23 fiscal budget).

The project will apply Trust Council's declarations and implement Trust Councils Strategic Plan. The impact of funding this project via special tax requisition is to minimize the impact to the overall proposed Trust Council budget whereas the special tax requisition would have a more dramatic impact on local Denman Island taxpayers.

CRITICAL SUCCESS FACTORS (List):

- Regional Planning Team capacity to manage the project in 2022/23;
- Continued prioritization of the project by Denman Trustees after the 2022 election.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Enhanced engagement with First Nations and stakeholders, APC referral, and online tools are proposed with consultant facilitation.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $13,500 for Stage 1 as per project breakdowns above
- $8,000 for Stage 2

Qualitative Analysis: If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Denman Island will no longer be able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its character. Most importantly, if no action is taken, we will fail to implement the Trust Council's mandate of preserving and protecting Denman Island.
RECOMMENDED DECISION: The DE LTC will be seeking approval from the Director of LPS of $5,000 for fiscal 2021/22 to initiate the overall project. The present funding request is for $13,500 for fiscal 2022/23 to allow a consultant to conduct public engagement related to housing on Denman Island. An additional $8,000 is anticipated to be needed in fiscal 2023/2024 to develop bylaw amendments and initiate legal review to complete the project.
PURCHASING PROCEDURE:

Denman Island Local Trust Committee

Initiator: ______________________ Date: July 6, 2021

Director/CAO ______________________ Date ______________________

REVIEWED BY MANAGEMENT TEAM:	
Date received:	**Approved:** X☐ **YES** ☐ **NO**

Next steps:

- If approved by management:
  - the business case will be forwarded to FPC for review in October of each year.
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and the business case forwarded to FPC.
- If not approved by management:
  - the business case wil be forwarded to FPC for information in October of each year.

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Initiated by:
Jason Youmans, Island Planner
On behalf of SS LTC

Business Area:
Salt Spring Island Local Trust Committee – LTC Projects

Local Planning Services

Name of Request:

SS LTC – Protection of the Coastal Douglas-fir Zone and Associated Ecosystems

2022/23 - $32,000

Budget Source (select all that apply):

- [x] **Specific Project Funding** (select all that apply)
  - [x] Third Party Contractors
  - [ ] Staff Travel Expense
  - [ ] Staff Overtime Expense
  - [ ] New Staff Member – Temporary for project
  - [ ] Computer Hardware/Software
- [ ] **Furniture & Equipment**
- [ ] **Computer Hardware/Software/Supplies**
- [ ] **New Staff Resources** (see Staff Costing Tool)
  - [ ] **Permanent**
  - [ ] **Temporary**
    Temp Duration: ___________________
- [x] **Other – please describe: ______________________**

Honoraria for speakers/First Nations for ongoing meetings and participation, minute-taking, technology support, mapping, facility rental, open house meetings and materials, legal review, development and printing of educational info, brochures, posting of meeting, ads, and legal notifications.

Project Initiated: July 20, 2020
Funding request initiated: October 5, 2021

Resolution SS-2021-182

That the Salt Spring Island Local Trust Committee endorse the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems Business Case shown in Appendix 1 of the staff report dated October 5, 2021, as amended, and forward it to the

Funding Required for (date range):

April 2022 – March 2023

Islands Trust Financial Planning Committee for consideration of inclusion in the 2022/23 Islands Trust budget. **CARRIED**	

BACKGROUND: In 2018, the Islands Trust developed a Toolkit that outlined methods for protecting the Coastal Douglas-fir zone and associated ecosystems. In 2019, the Salt Spring Island Local Trust Committee (SS LTC) identified 'Protection of the Coastal Douglas Fir Ecosystem' as a Strategic Priority item for the 2018-2022 term. This project will implement the SS LTC's Strategic Priority and the Islands Trust's Toolkit on Salt Spring Island.

PROBLEM STATEMENT/OBJECTIVES:

Per the project charter, the objectives of this LTC project are as follows:

- maintain contiguous forest cover;
- protect and restore functioning ecosystems;
- protect watershed ecology; and
- honour Coast Salish cultural heritage; and
- Minimize wildfire risk

At its meeting of August 31, 2021, the SS LTC resolved to direct staff to include in this business case $17,000 in spending to fund wildfire ecosystem risk assessment and mitigation work associated with the CDF ecosystem.

Additionally, the LTC will strive to ensure that any policy or regulatory changes that result from this project are consistent with Indigenous perspectives and values relative to the island ecosystem and that area First Nations with treaty and territorial interests in Salt Spring Island have the opportunity to participate in the project. Capacity funding to support First Nations' participation is anticipated to require in the order of $200 per person, per meeting. For the nations to review any draft documents, it will be around $2000 per nation per review.

Finally, among the options for an equitable approach to forest protection that does not leave some land owners feeling that they are "losing" something, is exchanging additional density for environmental protection. However, staff are not equipped to calculate the appropriate trade-off between X additional densities for Y hectares of protected land. As such, a report from a professional property appraiser is required.

PROJECTED RESULTS/DELIVERABLES:

Funding Request for Stage 2 (FY 22/23)	Target Duration	Cost
First Nations Consultation		$3,500
Consultant – Density Bonus Zoning Appraisal Report		$4,000
Consultant – Fire Ecology Risk Analysis		$12,000
Fire Ecology Risk Reduction Workshop		$5,000
Regulatory and Policy Development		$5,000
Communications and Education Materials		$2,500

RISK ASSESSMENT:

- Public opposition – Significant pushback from segments of the community could dent the SS LTC's enthusiasm to see the project through to completion.

- Timelines – If the SS LTC intends this project to culminate in policy or regulatory changes these are unlikely to conclude by end of term.

ALTERNATIVES CONSIDERED:

<u>Option 1</u>
Fund the project as a "minor" project with a budget under $5,000 and for which a budget business case is not required

The implications of this option are that the SS LTC would be unable to fund the fire ecology work recommended by the Ecological Research Network, nor hire a professional appraiser to help determine what, if any, trade-off between additional residential densities in exchange for forest protection in perpetuity is appropriate.

The project would also be limited to the "document referral" model of First Nations engagement from which the Islands Trust is trying to move away unless capacity funding became available through the Senior Intergovernmental Policy Advisor's office.

<u>Option 2</u>
Fund the project as proposed through a special property tax requisition

The implications of this option are that the SS LTC would likely have two special property tax requisitions for the 2022/23 fiscal year; one to maintain the Salt Spring Island Watershed Protection Alliance (SSIWPA) and one to carry out the consultation program associated with its Coastal Douglas-fir Ecosystem Protection Project. It is unclear whether the SS LTC is interested in pursuing an additional special property tax requisition.

<u>Option 3</u>
Terminate the project

The SS LTC may determine that it is not interested in pursuing a policy or regulatory approach to CDF protection on Salt Spring. If so, this project should be terminated or its charter should be significantly amended to reflect more modest aspirations.

CRITICAL SUCCESS FACTORS:
- Consultants that deliver the products requested;
- Continued prioritization by SS LTC after the 2022 election

RECOMMENDED OPTION:

That the Salt Spring Island Local Trust Committee requests Islands Trust Financial Planning Committee include $32,000 in the 2022/23 to fund the SS LTC's Protection of the Coastal Douglas-fir Zone and Associated Ecosystems Project.

COST/BENEFIT ANALYSIS:

<u>Quantitative Analysis:</u>

The budget proposed here corresponds to the components that the LTC has requested be included in its project. The budget reflects that anticipated costs of those components.

Qualitative Analysis:

The LTC has requested the inclusion of fire ecology assessment. It is assumed this work will inform future policy and regulation development.

The Islands Trust has made substantial commitments to reconciliation with Indigenous people and nations of the Islands Trust area. It is important to ensure that projects are adequately funded to meet these commitments.

PURCHASING PROCEDURE:

RFP or Direct Award – Density Bonus Zoning Appraisal Report

RFP – Fire Ecology Risk Analysis/Policy and Regulatory Development

PROPOSED IMPLEMENTATION STRATEGY:

See project charter in Appendix 2 of the staff report of October 5, 2021.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The SS LTC has already created collaborations on this project by partnering with the Ecological Research Network/Transition Salt Spring to deliver educational/communications materials. The SS LTC has signalled its intention to deepen this partnership by helping carry out the fire ecology assessment work advocated by the ERN.

The LTC's Science Working Group contains members drawn from academia, forestry, fire protection, and local conservation initiatives.

As this project advances it will require significant attention to how initiatives are communicated to ensure that the public understands the nature of any proposed actions.

Jason Youmans, Island Planner	September 23, 2021
Initiator Name and Title	Date

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Initiated by: Louisa Garbo **Business Area:** Salt Spring Island Local Trust Committee **Name of Request:** Ganges Village Project – Public Engagement Budget request: $51,000	**Budget Source** (select all that apply): X **Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ **X Other – please describe:** UBCM-C2C Funding (granted)
Date of Funding Request: July 10, 2021	**Funding Required for (date range): April 1 2021-March 31, 2022**
ISSUE/OPPORTUNITY: The Ganges Village Area Plan proposal was approved in the 2021-2022 budget review, this is a request for the 2022-2023 portion of the budget in order to secure funding to complete the	

project. No amendment is proposed for this project, please see Appendix 1 on the original business case for the project.

PROJECTED RESULTS/DELIVERABLES

Budget request for FY 2022-2023

Meeting	Deliverable/Milestone – Phase 2	Cost
	Research and analysis/meeting with participants/agencies	0
	Consulting support and technical analysis and development of policies to address elements such as transportation, climate change (potential partnership with universities)	$20,000
	Mapping and technological support on the production of the area plan	$4,000
TBD	Open houses on draft Ganges Village Area Plan - virtual and/or COVID-safe meetings	$3,000 - Technology support/COVID safety measures/facility rental and set ups
LTC	Progress update and public meetings	$0
		$27,000

Meeting	Deliverable/Milestone – Phase 3	Cost
	Draft amendment to governing documents	0
TBD	Open houses on draft amendments - virtual and/or COVID-safe meetings	$3,000 - Technology support/COVID safety measures/facility rental and set ups
	Legal review	$15,000
	Development of communication and educational info, printouts, mailings, brochures, posting of meetings and legal notifications	$6,000
LTC	Progress update and public meetings	$0
		$24,000
	TOTAL	**$51,000**

Amount approved for FY 2021/2022 was $95,000. Cost incurred as of the date of this request is estimated to be $72,681.85, with the following breakdowns:
First Nations engagement $1,047.50
Contracted public engagement service $70,000
Task Force support $246 on minutes, $735 for in-person meeting (Aug –Dec 2021)
Communication and educational info $653.35

RISK ASSESSMENT:

No change from original proposal. Please see Appendix 1

ALTERNATIVES CONSIDERED:
No change from original proposal. Please see Appendix 1
CRITICAL SUCCESS FACTORS:
No change from original proposal. Please see Appendix 1
RECOMMENDED OPTION:
Approve the request for $51,000 (the remaining funds to be supplemented by other sources).
COST/BENEFIT ANALYSIS:
No change from original proposal. Please see Appendix 1
PURCHASING PROCEDURE:
No change from original proposal. Please see Appendix 1
PROPOSED IMPLEMENTATION STRATEGY:
No change from original proposal. Please see Appendix 1
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
No change from original proposal. Please see Appendix 1

Louisa Garbo, Island Planner
Initiator Name and Title

July 14, 2021
Date

Stefan Cermak, RPM
Reviewed by: Name and Title

November 5, 2020
Date

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Initiated by: Stefan Cermak, Louisa Garbo, On behalf of the SSI LTC **Business Area:** Salt Spring Island Local Trust Committee – LTC projects **Name of Request:** **SSI LTC - Housing Action Program** 2022/23 - $25,000	**<u>Budget Source</u>** (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:** honoraria for speakers/First Nations' for on-going meetings and participation, minute taking, technology support, mapping, graphic design, facility rental, open-house meetings and material, honoraria for partnership with university, legal review, development and printing of educational info, brochures, posting of meeting, ads, and legal notifications.
Date of Funding Request: January 27, 2021	**Funding Required for (date range): April 1 2021-March 31, 2023**

ISSUE/OPPORTUNITY:

Salt Spring Island has the highest per capita homeless population in the Capital Regional District, with aging infrastructure in some parts of the island and lack of adequate infrastructure in others. Considering the growth patterns on the island, coupled by a number of issues relevant to the housing condition, such as the lack of affordable housing, low diversity in housing types, and low rental vacancy are all among the housing challenges on the island. With the high land values also comes the desire to revitalize and monetize properties, which often negatively impact the environment and neighbourhoods as well as the island's housing market options for most average income households on the island.

On December 17, 2019, the SSI LTC directed to work with Trustee Patrick to establish a Salt Spring Housing Working Group to advise the Local Trust Committee to provide advice and recommendations on policy and regulations to address housing needs across the housing continuum. Despite attempts, a formal Working Group was never established (i.e., no terms of reference, formal appointments of members or public meetings). Nevertheless, an informal Housing Working Group was formed to take on the initiative. The Housing Working Group submitted a report to the SSI LTC on October 6, 2020. At the same meeting the SSI LTC made "Housing Challenges and Solutions" a top priority and directed staff to provide a Project Charter for the implementation of this initiative. Note that the resolution directed staff to develop a project charter based on the received Working Group report.

On January 22, 2021, the SSI LTC adopted a project charter, a budget in principle, and other relevant matters:

> SS-2021-025 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee approve the "Housing Action Program" Project Charter as amended. CARRIED
>
> SS-2021-026 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee accept in principle the proposed "Housing Action Program" project budget. CARRIED
>
> SS-2021-027 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee approve the proposed "Housing Action Program" Task Force Terms of Reference. CARRIED
>
> SS-2021-028 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee approve in principle the proposed "Housing Action Program Public Engagement Framework". CARRIED
>
> SS-2021-029 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee direct staff to review potential amendments to the Salt Spring Island Official Community Plan and the Salt Spring Island Land Use Bylaw as identified in the "Housing Action Program" Project Charter. CARRIED
>
> SS-2021-030 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee direct staff to conduct early and ongoing engagement with at minimum First Nations, the Capital Regional District, the Agricultural Land Commission, School District No. 64, North Salt Spring Waterworks District, Salt Spring Island Fire and Rescue, Salt Spring Island Arts Council, the Chamber of Commerce, Salt Spring Island Community Services, BC Housing, The Ministry of Transportation and Infrastructure, health service, housing providers and coastal agencies, and Trust Council and other Local Trust Committees in accordance with Section 475 of the Local Government Act, on the proposed "Housing Action Program" and the proposed major amendment to the Salt Spring Island Official Community Plan. CARRIED
>
> SS-2021-031 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee direct staff to seek opportunities for collaboration and efficiencies between the Housing Action Program Task Force and the Ganges Village Planning Task Force. CARRIED

The adopted "Housing Action Program" Project Charter implements the Housing Working Groups recommendations and intends to provide actions and measures to address the housing issues unique to Salt Spring Island. Actions proposed in the Project Charter includes a number of actions, such as the potential for a major amendment to the Official Community Plan. The amendment to the OCP will tackle a range of issues that impact the affordability of housing, the types of housing options, and the environmental sustainability as they relate to the locations, sizes, and designs of housing development. Issues such as water availability and the moratorium on new connections to the North Salt Spring Waterworks community water system, storm-water and sewer systems, active transportation infrastructure, innovative site and building design, arts and culture, archaeological significance will all be examined in the process. Furthermore, the existing policies within the OCP are outdated and no longer reflect the current housing conditions, as well as infrastructure servicing, transportation system, environmental conditions and other elements that impact the availability, affordability and diverse housing types on the island. The current objectives with the OCP also do not reflect Trust Council's implementation of the First Nations Engagement Principles Policy, Trust Council's Reconciliation Declaration, and Trust Council's declaration of a Climate Emergency.

The Housing Action Program also includes the proposal of a number of amendments to the Land Use Bylaw, which includes secondary suites to be permitted in all residential zones (provided all conditions are met), amendment to the subdivision requirements (such as lot designs, lot coverage and sizes), and other regulatory standards that promote affordable housing and sustainable development. Finally, the Action Program proposes the development of incentives for pilot projects in an ecovillage type of development with a mixture of housing types and affordable housing, or other forms of development that incorporates sustainable site and building designs.

Active and meaningful engagement with First Nations based on the standard of Free, Prior and Informed Consent (FPIC), on-going collaboration with external agencies and local organization, as well as the public at-large will also be part of this planning process. There are twelve Nations impacted by the proposed project and will be part of the outreach and consultation process. However, it is important to note that, the traditional practice is to provide a capacity funding to support First Nations' participation, which amounts to approximately $200 per person, per meeting. For the nations to review any draft documents, it will be around $2000 per nation per review. Unfortunately the need for the capacity funding was not known prior to the development of the Project Charter budget, staff is proposing to cut the funding proposed for the partnership with the university and apply the amount to support the collaboration with First Nations.

The creation a Housing Action Program of this scale will rely on a successful public engagement process which requires a skilled facilitator to deal with a diverse group of stakeholders and the numerous issues affecting their community. Staff is proposing to combine some of the public engagement processes with that of the Ganges Village Area Plan - should the funding for the Area Plan is approved.

PROJECTED RESULTS/DELIVERABLES:

Funding request for Stage 1 (FY21/22)	**Target Duration**	**Cost**	**Notes**
Initial meeting between LTC and First Nations	One half day	$ -	To be jointly held with the Ganges Village Area Plan project
Task Force meetings (virtual or COVID-proof meetings) Open to the public	Over the course of 2021	$ 3,500.00	Cost anticipates advertising, honoraria for speakers, coffee and snacks, and minutes taking at ±$25/hr
Technology (mapping, data analysis, etc.) and administrative support for public engagement program, task force meetings, meetings with stakeholder groups and agencies	Over the course of 2021	$ 1,000.00	

Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	Over the course of 2021	$ 4,000.00	
First Nation Consultation early and ongoing Coordination with First Nations' staff Collaborations with First Nations in their preferred methods	Over 12 months	$ 2,500.00	Cost anticipates advertising, honoraria for participants, coffee and snacks
Multiple virtual and/or in-person COVID-safe open houses and community engagement meetings	Over 12 months	$ 3,000.00	Technology support, facility rental, and open houses material
Union staff over-time off business hours meetings	Over the course 2021 and 2022		$ 2,000.00 (staff cost)
Research and analysis/meeting with stakeholders/agencies	Over 12 months	$ -	
Consultation and collaboration with 12 First Nations	Summer 2021 to Spring 2022	$ 20,000.00	
Mapping and technological support, and graphic design on the production of the area plan	Over the course of developing the plan	$ 8,000.00	
Open houses on draft SS OCP - virtual and/or COVID-safe meetings	TBD	$ 3,000.00	Technology support/COVID measures/facility rental and set ups
	Total	**$45,000**	
Finding Request for Stage 2 (FY22/23)			
Draft amendment to OCP/LUB	Over 5 months in late 2022	$ -	
Open houses on draft amendments - virtual and/or COVID-safe meetings	Multiple meetings in 2022	$ 3,000.00	Technology support/COVID safety measures/facility rental and set ups
Legal review	Focus on review of draft bylaws	$ 20,000.00	
Development of communication and educational info, printouts, mailings, brochures, posting of meetings and legal notifications	Over the course of 2022	$ 2,000.00	
Progress update and public meetings	Multiple - TBA	$ -	
	Total	**$25,000**	

RISK ASSESSMENT:

Salt Spring Island is facing immense development pressures exasperating an issue already considered a crisis. The development pressure is affecting all issues relating to housing: diversity of type, tenure, affect to the environment, affordability and so on. The SSILTC is of the opinion that addressing housing issues cannot occur without consideration of land use impacts, First Nations, climate change etc.

Without updating the OCP, or some mechanisms to address the housing conditions on the Island, the Island will continue to grow in the direction that deviates from the objectives set forth in the Trust Council Strategic Plan, specifically on "ensuring human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of Trust Area ecosystems, and to sustain island character and healthy communities," and last, but not least, the Trust Council's commitment to First Nations Reconciliations, and their declaration on Climate Change Emergency.

ALTERNATIVES CONSIDERED:

Option 1:
Keep the same project charter but consider one or all of the following options

- Undertaking less actions within the proposed Project Charter, such as tabling amendments to LUB, or any incentive programs;
- Seek various funding sources;
- Extend the proposed project duration;
- Seek unpaid internship with university.

Option 2: Keep the same project charter and budget but fund the project via a Special Tax Requisition (this would require reconsideration for next 2022/23 fiscal budget).

The project will apply Trust Council's declarations and implement Trust Councils Strategic Plan. Salt Spring Island contributes the greatest portion of funding to the Islands Trust federation model. Salt Spring Island already uses a special tax requisition to fund SSIWPA which assists other water sustainability projects throughout the Trust area. The impact of funding this project via special tax requisition is to save the overall proposed Trust Council budget of approximately 1%, whereas the special tax requisition would have a more dramatic impact on local Salt Spring Island taxpayers.

CRITICAL SUCCESS FACTORS:

Consider innovative approaches, invest in the public engagement as well as partnership with agencies and stakeholders, as well as on-going consultation with First Nations.

A model for addressing housing issues that is replicable throughout the Trust area.

RECOMMENDED OPTION:

The SSI LTC is requesting approval of $45,000 for fiscal 2021/22.

An additional $25,000 will be required in fiscal 2022/23 to complete this project.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $45,000 for Stage 1 as per project breakdowns above. (additional funds in the following fiscal for $25,000)

Qualitative Analysis:
If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Salt Spring Island will no longer be able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its charm and character of being the best place to visit and to live within the Gulf Islands, and by extension, the Province of British Columbia. Most importantly, if no action is taken, we will fail to implement the Trust Council's mandate of preserving and protecting Salt Spring Island.

PURCHASING PROCEDURE:

Will follow due process for proper procurement as set out in Trust Council procurement policy.

PROPOSED IMPLEMENTATION STRATEGY:

As indicated in the Project Charter, the duration of the project will likely take two fiscal years (i.e., Spring 2021/Spring 2023).

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

A standard engagement and online tools have been proposed, and general stakeholder groups have been identified in the Housing Action Program Public Engagement Program. A specific list of contacts that include stakeholders, community groups, relevant agencies, and various First Nations communities is currently in progress.

Louisa Garbo, Island Planner	January 28, 2021
Project Manager Name and Title	Date
Stefan Cermak, RPM	January 29, 2021
Reviewed by: Regional Planning Manager	Date

Islands Trust

Budget Funding Request
Short-Form Business Case

The following business case was reviewed by Regional Planning Committee at their September 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR	
Initiated by: Regional Planning Committee **Business Area:** Local Planning Services **Name of Request:** Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council: • Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws **$10,000** **RPC-2021-022** that Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 the business case for Strategic Plan Item No. 4.4iv , as amended**,** to organize a workshop for planning staff to focus on the development of model bylaws to address housing options suitable to the Islands Trust area.	**Budget Source** (select all that apply): X **Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** _Strategic Plan Program
Date of Funding Request: September 29, 2021	**Funding Required for (date range):April 1 2022**

ISSUE/OPPORTUNITY: Trust Council's Strategic Plan includes the implementation of the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council. This started in FY20/21 by undertaking work on model floor area ratio policy and regulations as a means of density measure for housing. To be more effective, staff recommended that the housing issues be dealt with together, and a workshop of planning staff would be the best use of funds to further this objective. As a result, option 2 below is recommended.
PROJECTED RESULTS/DELIVERABLES: The funding request for FY22/23 is to cover costs associated with running a workshop (see option 2 below). \$5,000 is reserved for legal review of the draft. \$5,000 is reserved for consultant/facilitation assistance to planning staff undertaking this work.
RISK ASSESSMENT: Risk that local trust committees may not adopt bylaws based on the model bylaws.
ALTERNATIVES CONSIDERED: Option 1: Hire a consultant to undertake the work. Given the potential scope, \$10,000 should be allocated for a contract, and \$5,000 reserved for legal review. Option 2: Staff organize a workshop for planning staff to focus on the development of model bylaws to address housing affordability. This would include reviewing work that has been done related to floor area ratio and integrating it with the development of model density bonus bylaws. \$5,000 would be allocated to hire a consultant to facilitate the session and present examples of similar approaches in other jurisdictions. \$5,000 would be allocated to legal review.
CRITICAL SUCCESS FACTORS: Workshop undertaken and recommendations to the Regional Planning Committee for model bylaw language by March 2023 incorporating all aspects of the housing strategic plan items identified.
RECOMMENDED OPTION: Option 2: Staff organize a workshop for planning staff to focus on the development of model bylaws to address housing affordability. This would include reviewing work that has been done related to floor area ratio and integrating it with the development of model density bonus bylaws. \$5,000 would be allocated to hire a consultant to facilitate the session and present examples of similar approaches in other jurisdictions. \$5,000 would be allocated to legal review.
COST/BENEFIT ANALYSIS: <u>Quantitative Analysis:</u> \$5,000 for workshop facilitation and background research

$5,000 for legal review

$10,000 total to include staff training an model bylaws.

Cost saving would be achieved by having planning staff trained in the development of the model bylaws. Work on developing model bylaws can be more efficient than each local trust committee undertaking the work individually provided that most local trust committees are willing to adopt the model bylaws into their bylaws.

Qualitative Analysis:

This will further the Strategic Plan of Trust Council by providing model bylaws for LTC to consider in regards to affordable housing. Having planning staff participate in the development of the bylaws will enable them to more clearly identify options for LTCs to consider. In addition, it will provide an opportunity for training in bylaw development for those that have not been engaged in this work.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

Staff proposed that the work will be undertaken in-house using dedicated planning staff. This would require allocation of planner time to this project, a budget of $5,000 for legal review, and $5,000 for consultant/research assistance. This work would involve review of existing bylaws and recommendations on approaches to use density bonusing in combination with floor area ratio and other approaches to calculating density. This is to further affordable housing on the islands. Model bylaws would be presented to LPC.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Reports to Trust Council via Local Planning Committee.

Narissa Chadwick, Island Planner David Marlor / Director, Local Planning Services	November 3, 2021
Initiator Name and Title	Date

Islands Trust

Budget Funding Request
Short-Form Business Case

The following business case was reviewed by Regional Planning Committee at their November 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR	
Initiated by: Regional Planning Committee **Business Area:** Local Planning Services **Name of Request:** **Freshwater Sustainability Strategy (FWSS) - Cultural Knowledge and Engagement Program** Formatting and Publication of Freshwater Sustainability Strategy **$6,000**	**<u>Budget Source</u>** (select all that apply): X **Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** _Strategic Plan Program
Date of Funding Request: November 3, 2021	**Funding Required for (date range): April 1 2022**

ISSUE/OPPORTUNITY:

At the December 22, 2020 meeting, Regional Planning Committee approved the allocation of $90,000 of Provincial Healthy Watersheds Initiative funding to support the development of a Freshwater Sustainability Strategy (FWSS). The FWSS draft will be presented to RPC on November 3, 2021 and will be presented to Trust Council in December 2021.

The development of the Freshwater Sustainability Strategy addressed Trust Council Strategic Plan Item 2.4 "*Develop a regional freshwater management strategy that addresses responsibilities under the Water Sustainability Act, identifies water resources throughout the Trust Area, integrates water resource management into land use decision making, and accounts for the impacts of climate change on island water resources*".

The Freshwater Sustainability Strategy organizes recommended actions into four key program areas. The Cultural Knowledge and Engagement Program (CKE) is one of these program areas. Under the CKE, Islands Trust will share information, research, and Indigenous Cultural Knowledge with the public, staff, and local trustees. The goals are to foster stewardship, develop support for land use decisions, and encourage water conservation and watershed protection. This will require Islands Trust to increase its capacity to communicate with residents, businesses, visitors, and the public.

Staff identify the publication and sharing of the FWSS Policy emerging fromm the Freshwater Sustainability Strategy, which will contain background on water resources in the Trust Area and Indigenous perspectives on water, as an important first step in supporting the Cultural Knowledge and Engagement Program.

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY20/21 is to cover costs associated with publication and sharing of the FWSS Policy:

Publication and of FWSS Policy: $6,000

RISK ASSESSMENT:

As the FWSS draft is still to be presented to TC, there is a risk that the recommendations may not be supported. In this case adjustments can be made to the budget funding request as required.

Not approving this funding request for 2022/23 may slow the momentum gained through the development of the Freshwater Sustainability Strategy. It may also reduce the potential for external funding for implementing actions under the Strategy.

ALTERNATIVES CONSIDERED:

Option 1: Support the preparation, publishing and sharing of the FWSS final draft

Option 2: Do not support the preparation, publishing and sharing of the FWSS final the FWSS final draft.

CRITICAL SUCCESS FACTORS:

1. The publication and sharing of the FWSS by September 2022.

RECOMMENDED OPTION:

Option 1: Support the preparation, publishing and sharing of the FWSS policy

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

Publication and Sharing of FWSS Policy: $6000

Qualitative Analysis:

Having an accessible and attractive policy document will help facilitate the sharing of the Islands Trust direction related to Freshwater Sustainability and may be helpful in attracting external funding for implementing actions.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

Regional Planning Team Staff oversee the publication and sharing of the FWSS policy and the development of the Freshwater Stewardship Outreach Plan in collaboration with members of the Trust Area Services communication and outreach team and the Senior Freshwater Specialist.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The FWSS will contribute to a shift in traditional ways of addressing issues related to the sustainability of freshwater in the Islands Trust. It addresses the challenge of increasing freshwater vulnerability in a way that will require significant interdepartmental coordination and an increase in, or reallocation of, staff resources.

Narissa Chadwick, Island Planner David Marlor, Director, Local Planning Services	November 5 , 2021
Initiator Name and Title	Date

Islands Trust

Budget Funding Request
Short-Form Business Case

The following business case was reviewed by Regional Planning Committee at their September 2021 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR	
Initiated by: Regional Planning Committee	**Budget Source** (select all that apply): **X Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** _Strategic Plan Program
Business Area: Local Planning Services	
Name of Request: **Freshwater Sustainability Strategy (FWSS) - Groundwater Sustainability Science Program** **$50,000** **Resolution of the RPC – Nov 3, 2021** That Regional Planning Committee forward to Financial Planning Committee for inclusion in the Fiscal Year 2022/23 Budget the revised business case for Strategic Plan Item No. 2.5 – to complete the Islands Trust Groundwater Recharge Mapping project	
Date of Funding Request: November 3, 2021	**Funding Required for (date range): April 1 2022**

ISSUE/OPPORTUNITY:

At the December 22, 2020 meeting, Regional Planning Committee approved the allocation of $90,000 of Provincial Healthy Watersheds Initiative funding to support the development of a Freshwater Sustainability Strategy. The FWSS draft will be presented to RPC on November 3rd and Trust Council (TC) in December 2021.

The development of the Freshwater Sustainability Strategy addressed Trust Council Strategic Plan Item 2.4 "*Develop a regional freshwater management strategy that addresses responsibilities under the Water Sustainability Act, identifies water resources throughout the Trust Area, integrates water resource management into land use decision making, and accounts for the impacts of climate change on island water resources".*

The Freshwater Sustainability Strategy organizes recommended actions into four key program areas. The Groundwater Sustainability Science Program (GWSS) is one of these. This program focuses on expanding the work that was initiated through the Southern Gulf Islands Groundwater Sustainability Strategy (GWSS) Project.

Under the Groundwater Sustainability Science Program (GWSS), Islands Trust undertakes primary research and mapping to improve information and knowledge about water quantity and quality and to better understand groundwater vulnerability.

By estimating the balance between groundwater recharge and human demand, as well as the impacts of climate and other factors, availability assessments will provide better information. This in turn will facilitate improved protection through Islands Trust's land use planning activities and development decisions. Planning tools include covenants, development permit areas, zoning, density bonusing, and subdivision servicing regulations. Decisions, authorizations, approvals, and planning by other responsible agencies will also be more informed.

Data gathering and mapping commenced in the 2019/2020 fiscal for the Southern Gulf Islands under contract following an RFP process. This project included Galiano, Mayne, North Pender, Saturna and South Pender. Through 2020/21 the work was peered reviewed and was used to inform groundwater sustainability science implementation projects on Galiano Island and North Pender Island. In 2020/21 Islands Trust Recharge Mapping project was endorsed by the Regional Planning Committee, which completed mapping on Hornby, Denman, and Gabriola Islands. In 2021/22 Islands Trust Recharge Mapping project will be completed on Salt Spring, Thetis, Valdez, and Lasqueti Islands following another RFP process.

This business case focuses on completing the Islands Trust Groundwater Recharge Mapping project by applying the same methodology to islands in Howe Sound and select associated islands across the trust area. A final glossy technical report using the Islands Trust style guide will be completed and presented to the public via a webinar.

PROJECTED RESULTS/DELIVERABLES:

$50,000 is requested for FY 22/23 to support the Islands Trust Groundwater Recharge Mapping project part of the Groundwater Sustainability Science program of the Freshwater Sustainability Strategy.

Islands Trust Area Groundwater Recharge Mapping Project ($50,000)

- Develop and run groundwater recharge potential spatial model for Howe Sound islands and select associated islands across the trust area;
- Provide full and open access to groundwater recharge geospatial model including input data sets and output results for incorporation into Islands Trust mapping services, and
- Create a final report deliverable to include the entire Islands Trust Area using the Islands Trust style guide and present to the public via a webinar.

RISK ASSESSMENT:

As the FWSS draft is still to be presented to RPC and TC, there is a risk that the recommendations may not be supported. In this case, adjustments can be made to the budget funding request as required.

Not approving this funding request for 2022/23 will slow the momentum gained through the work done for the Southern Gulf Islands and the development of the Freshwater Sustainability Strategy. Not supporting FWSS recommendations could lead to a reluctance on the part of funding agencies to support strategy development for Islands Trust.

ALTERNATIVES CONSIDERED:

Option 1: Support the extension of the Groundwater Sustainability Science Program to engage the Islands Trust Groundwater Recharge Mapping project on Howe Sound islands, and select associated islands. Create a final report deliverable to include the entire Islands Trust Area using the Islands Trust style guide and present to the public via a webinar.

Option 2: Do not support the extension of the Islands Trust Groundwater Recharge Mapping project to include islands in Howe Sound and focus on groundwater availability assessments for select islands under development pressures.

CRITICAL SUCCESS FACTORS:

1. The availability of groundwater recharge mapping for islands in Howe Sound and associated islands across the Islands Trust Area.
2. Present mapping to the public, and
3. Complete the Islands Trust Recharge Mapping Project report using communications and Islands Trust style guide.

RECOMMENDED OPTION:

Option 1: Support the extension of the Groundwater Sustainability Science Program to engage the Islands Trust Groundwater Recharge Mapping project on Howe Sound islands and select associated islands. Create a final report to include the entire Islands Trust Area using the Islands Trust style guide and present to public via a webinar.

COST/BENEFIT ANALYSIS:

<u>Quantitative Analysis:</u>

$50,000 is required to support this project.

As this is a program project, there will be no cost saving by undertaking this.

<u>Qualitative Analysis:</u>

This will further the work related to understanding freshwater vulnerability in the Islands Trust Area. This work will contribute to and be supported by other programs under the Freshwater Sustainability Strategy including the Cultural Knowledge and Engagement Program, the Freshwater Sustainability Reporting Program and the Watershed Sustainability Science Program.

PURCHASING PROCEDURE:

As per the Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

The Senior Freshwater Specialist will oversee the management of this project.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The FWSS will contribute to a shift in traditional ways of addressing issues related to the sustainability of freshwater in the Islands Trust Area. It addresses the challenge of increasing freshwater vulnerability in a way that will require significant interdepartmental coordination and an increase in, or reallocation of, staff resources.

The expansion of the Groundwater Sustainability Science Program to include areas beyond the Southern Gulf Islands will provide a more complete analysis of freshwater resources in the Islands Trust Area and provide the opportunity for islands beyond the Southern Gulf Islands to use focused science to develop policies and regulations to address freshwater vulnerability.

William Shulba, Senior Freshwater Specialist David Marlor, Director, Local Planning Services	October 27, 2021
Initiator Name and Title	Date

Islands Trust

Budget Funding Request
Short-Form Business Case

The following business case was reviewed by Regional Planning Committee at their September 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR

Initiated by: Regional Planning Committee

Business Area: Local Planning Services

Name of Request:

Undertake development of heritage overlay mapping and development of model bylaws

$74,000 (Phase 2)

- **$60,000 from Trust Council**
- **$10,000 from Islands Trust Conservancy Grant – species at risk**
- **$4,000 – legal review**

RPC-2021-027
that Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 the business case for Strategic Plan Item No. 4.8 - to finish the heritage conservation overlay mapping project.

<u>**Budget Source**</u> (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**

Temp Duration: ___________________

☐ **Other – please describe:** _Strategic Plan Program

Date of Funding Request: September 29, 2021

Funding Required for (date range): April 1 2022

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 strategic item(s) is this addressing? 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 Executive Committee passed the following resolutions on September 30, 2020:

That the Executive Committee request staff to draft an amendment to the Strategic Plan regarding development of heritage overlay mapping and development of model bylaws.

The Islands Trust Conservancy identified that a species at risk component of the Heritage Conservation Mapping project would qualify for funding to support engagement with First Nations. That grant was approved and the $10,000 allocated for Heritage Conservation Mapping is included in this funding request for FY 2022/23.

Islands Trust staff will also look for other grant partnering opportunities in FY 2022/23.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*?)

The funding request for FY22/23 is to cover costs associated with Phase 2 that continues the identification of appropriate heritage areas requiring protection and conservation, engagement with First Nations and the development of model policy and regulations. Work would involve continued engagement with Inlailawatash, a consultant, contracted by the Islands Trust to provide archaeological and methodology expertise. Islands Trust would also continue to work with the Ministry of Indigenous Relations and Reconciliation and Ministry of Forests, Lands, Natural Resources and Rural Development to identify areas and methodology (local trust areas and Bowen Island Municipality), and working with First Nations in the Islands Trust Area to confirm and identify areas not covered in the Archaeology Branch database. The consultant and staff may work with First Nations on appropriate means to use the Heritage Conservation Area tools in the Local Government Act to protect cultural heritage sites.

Phase 2 would include implementation of the Heritage Conservation Mapping in the Islands Trust Area, and Bowen Island Municipality.

Work would be led by the Senior Intergovernmental Policy Advisor and Director of Local Planning Services and a planner or planners as assigned.

RISK ASSESSMENT: *(Discuss potential risk factors associated with this work, if identified.)*

Staff have identified that education on cultural heritage mapping will require engagement with the public and education material for the public.

Timing for undertaking the mapping portion may pre-empt the ability to develop model bylaws within the same fiscal year. In this case, the creation of bylaws would roll over to the following fiscal year with appropriate budget request.

Risk that local trust committees and Bowen Island Municipality may not adopt bylaws based on the model bylaws. Model bylaws would be adopted as part of the standard model OCP and LUB, and will be used when reviews of OCPs and LUBs are undertaken.

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: Continue Phase 2 of the Heritage Overlay Initiative with Inlailawatash providing the archaeological and methodological expertise to develop the critical success factors for implementation.

Option 2: Undertake Phase 2 work in-house using the Senior Intergovernmental Policy Advisor (SIPA) and dedicated planning staff. This would require allocation of SIPA and planner time to this project, and a budget of $4,000 for legal review, and $20,000 for supportive First Nations engagement or expertise. The Islands Trust does not have the archaeological expertise to undertake the methodology in-house and would need to defer other work program projects to allow staff to undertake this work.

Option 3: Islands Trust seek grant funding to cover all costs. At this time the Islands Trust Executive Committee has proposed funding requests to Ministry of Indigenous Relations and Reconciliation.

CRITICAL SUCCESS FACTORS: (*What related factors have been identified? What risks are involved*?)

Recommended policy and regulations in model bylaws by FY23/24.

RECOMMENDED OPTION: *(State your recommendation, and summarise why you chose it over others.)*

Option 1 is recommended since it provides the external expertise; while continuing to build the relationships that the Islands Trust has developed with First Nations engagement in this area, and can provide greater certainty that planners and applicants need to approve applications while ensuring the preservation and protection of heritage.

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:

- $60,000 for a contract with a consultant with experience in First Nations engagement and protection of cultural heritage sites, and to develop model policy and regulations.
- $10,000 grant funding for support on species at risk as it relates to heritage areas
- $4,000 for legal review, as required, on draft model policy and regulations

As this is a program project, there will be no cost saving by undertaking this. Work on developing model bylaws can be more efficient than each local trust committee and Bowen Island Municipality undertaking the work individually provided that most local trust committees are willing to adopt the model bylaws into their bylaws.

Qualitative Analysis:
This will further the Strategic Plan of Trust Council (Goal: Strengthen Relations with First Nations) by providing model bylaws for local trust committees to consider in regards to protection of First Nation cultural heritage sites. It will also further Trust Council's goal on reconciliation.

PURCHASING PROCEDURE: *(describe any purchasing processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor*)

As per Islands Trust 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?)*

As determined by the Executive Committee (likely this would be assigned to the Regional Planning Committee.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: (*Are there any concerns and how will these be addressed? Have other stakeholders been identified*?)

Reports to Trust Council via Executive Committee (or if so assigned, the Regional Planning Committee).

David Marlor, Director, Local Planning Services

Initiator Name and Title Date

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater on behalf of TPC	**Budget Source** (select all that apply):
	
	[x] **Specific Project Funding**
	  [x] Third Party Contractors
	  [ ] Staff Travel Expense
	  [ ] Staff Overtime Expense
	  [ ] New Staff Member
	  [ ] Computer Hardware/Software
	
	[ ] **Furniture & Equipment**
	
	[ ] **Computer Hardware/Software**
	
	[ ] **New Staff Resources** (see Staff Costing Tool)
	  [ ] **Permanent**
	  [ ] **Temporary**
	  Temp Duration: ____________________
	
	[ ] **Other – please describe:** ______________________

Business Area: Trust Area Services	
Name of Request: Climate Indicators Project (Strategic Plan Item No. 3.3) **$25,000**	
Date initiated: October 18, 2021	**Date required:** Fiscal 2022/23

BACKGROUND:

Strategic Plan Item No. 3.3 is to develop a set of climate change, demographic and environmental data; and performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaptation efforts. A budget of $25,000 was earmarked for this work in the Gross Budget and Implementation section of the Strategic Plan. In Phase 1 of the project (FY 2020/21), Trust Programs Committee contracted Pinna Sustainability to provide a scoping report outlining a shortlist of potential climate change indicators suitable for the Islands Trust Area. At the outset of Phase 2, staff received an invitation to collaborate with My Sea to Sky Society, BCIT, and a group of partner agencies including Climate Caucus, the University of Victoria, and the Climate Action Secretariat, to develop a Climate Action Report Card Tool for Trust Area communities as a pilot project for a broader national project. However, these organizations have yet to secure the multimillion dollar funding required for this work. Trust Programs Committee wishes to continue to explore new avenues for partnerships to fulfil this work in FY 2022/23.

PROBLEM STATEMENT/OBJECTIVES:

In order to effectively mitigate and adapt to climate change in the Trust Area, it is important for decision-makers to have accurate, up-to-date, and localized data sets to monitor the impacts of climate change, as well as performance criteria to monitor the effectiveness of Islands Trust climate change mitigation and adaptation related policies.

PROJECTED RESULTS/DELIVERABLES:

Phase 2 of this project (carried over from FY 2021/22) will involve engaging with cultural knowledge holders and Indigenous advisors, as well as other levels of government and academic/civil society organizations, in the development of climate change related indicators, data sets and ongoing monitoring and reporting. This may involve hiring a third-party contractor or student to coordinate data collection and liaise with partners.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount.

Option 2: Defer work on the project to FY23/24.

CRITICAL SUCCESS FACTORS (List):

The project will require advice and support from Islands Trust Geographic Information Systems staff and Administrative Services staff, and for climate-related data, willing partners with the capacity to develop the desired climate related data sets.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The project will involve collaborating with other agencies, including the Province of BC, to determine what data sharing is available.

BENEFIT/COST ANALYSIS SUMMARY:

Quantitative Analysis:
$25,000 to contribute to a larger funding partnership.

Qualitative Analysis:
High quality data sets and performance indicators can support more informed, area-based decision-making and adaptive management practices, which in turn support stronger ecosystem and community resilience to climate change in the Trust Area.

RECOMMENDED DECISION:

That $25,000 be budgeted for the Climate Indicators Project. (Financial Planning Committee)

PURCHASING PROCEDURE:

All expenditures will be in accordance with Policy 6.5.3 on Procurement.

Clare Frater / Director, Trust Area Services	October 18, 2021
Initiator:	Date

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater on behalf of TPC

Business Area: Trust Area Services

Name of Request:

Stewardship Education Program
(Strategic Plan Item No. 4.3)

$17,500

__Budget Source__ (select all that apply):

■ **Specific Project Funding**
- ■ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member
- ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**

  Temp Duration: ___________________

☐ **Other – please describe:** ______________________

Date initiated: October 18, 2021

Date required: Fiscal 2022/23

BACKGROUND:

Strategic Plan Item 4.3 is to develop and implement a stewardship education program directed towards the public, industry, and stakeholders in the Trust Area. In FY 2020/21, with a budget of $15,000, Trust Programs Committee successfully delivered Phase 1 of the program - a series of three climate action stewardship education webinars on the topics of rainwater harvesting, ecosystem-based adaptation, and eelgrass/blue carbon. In FY 2021/22, with a budget of $24,000, Phase 2 is developing a "Living in the Trust Area" mailing program to help all new land purchasers and professional practitioners (realtors, dock installers, surveyors, etc.) better understand the Islands Trust mandate, local bylaws, and key stewardship principles and practices. Phase 2 is being implemented from Fall 2021 to the end of March 2022. Phase 3 of the program (FY 2022/23) is expected to build on the earlier two phases and develop the next series of webinars ($7,500), and continue a regular mailing of information to new land purchasers ($10,000).

PROBLEM STATEMENT/OBJECTIVES: Trust Area communities play a critical role in supporting the Islands Trust Object. There is a need to broaden public and industry awareness about the uniqueness of the Islands Trust mandate and local bylaws, and to empower the public with education and tools to help preserve and protect local ecosystems and cultural heritage in the Islands Trust Area.
PROJECTED RESULTS/DELIVERABLES: The provision of educational programming and materials on stewardship topics to be determined by Trust Program Committee in FY 2022/23.
ALTERNATIVES CONSIDERED: **Option 1:** Budget a reduced funding amount. **Option 2:** Defer work on the project to FY23/24.
CRITICAL SUCCESS FACTORS (List): Sufficient staff time to administer and deliver the program. Trust Programs Committee decision-making regarding the topics to be addressed and methods of outreach.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: Change management, communication and collaboration will be addressed via the strategies outlined in the project charter and as directed by Trust Programs Committee during consideration of next steps. The program would be supported by a communications plan. Ideally, components of the program would be delivered in collaboration with local agencies and/or First Nations.
BENEFIT/COST ANALYSIS SUMMARY: <u>Quantitative Analysis:</u> • $17,500 for the Stewardship Education Program for FY 2022/23 <u>Qualitative Analysis:</u> A stewardship education program offers the opportunity to educate community members and professional practitioners about the importance of preserving and protecting the Trust Area, climate action, and methods of being a good steward. Increased understanding of the Islands Trust and rationale for the preserve and protect mandate could result in reduced bylaw infractions.
RECOMMENDED DECISION: That $17,500 be budgeted for the Stewardship Education Program.

PURCHASING PROCEDURE:

All expenditures will be in accordance with Policy 6.5.3 on Procurement.

Clare Frater / Director, Trust Area Services	October 18, 2021
Initiator:	Date
Director/CAO	Date

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater on behalf of TPC	**Budget Source** (select all that apply): ■ **Specific Project Funding** ■ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** ______________________
Business Area: Trust Area Services	
Name of Request: Secretariat Services Program (Strategic Plan Item No. 5.2) **$15,000**	
Date initiated: October 18, 2021	**Date required:** Fiscal Year 2022/23

BACKGROUND:

Strategic Plan Item 5.2 is to provide secretariat support to forums within the Trust Area. The *Islands Trust Act* states that Trust Council may coordinate and assist in the determination, implementation and carrying out of municipal, regional and improvement district, First Nations, and government of British Columbia policies for the preservation and protection of the Trust Area and its unique amenities and environment. In September 2020, adopted a Secretariat Services Policy. Trust Programs Committee has provided secretariat service support to coordination groups in the Trust Area such as the Baynes Sound / Lambert Channel Regional Forum, Howe Sound Community Forum, and Southern Gulf Island Regional Forum. This support includes both Islands Trust in-kind staff time, and the hiring of administrative consultants and workshop facilitators. In FY 2021/22, Trust allocated $12,000 budgeted by Trust Council and 70 staff hours to support five coordination groups. A higher budget would allow for a greater number of coordination groups to be supported in FY 2022/23 or more funding provided to currently supported groups.

1 PROBLEM STATEMENT/OBJECTIVES:

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 raised concern regarding the lack of funding for the administrative needs (e.g. meeting logistics, agenda preparation, minutes, facilitation, website hosting/posting, shared document drive) for some of the coordinating bodies and/or concern about the sustainability of relying on volunteer and side-of-the-desk coordinators.

PROJECTED RESULTS/DELIVERABLES:

Continued and new support to coordination groups in the Trust Area that further the Islands Trust Object.

ALTERNATIVES CONSIDERED:

Option 1: Budget an increased funding amount.

Option 2: Budget a reduced funding amount.

Option 3: Do not budget funds in 2022/23 and consider funding in future years.

CRITICAL SUCCESS FACTORS (List):

Some limited staff time must be available to manage contractors and work with partners. There must also be available contractors willing to take on the coordination/secretariat work.

Trust Programs Committee must decide on the amount of funding to be allocated to the various groups.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Support for secretariat services supports enhanced collaboration in the Islands Trust Area. Staff may promote the Islands Trust's contributions, as appropriate.

BENEFIT/COST ANALYSIS SUMMARY:

<u>Quantitative Analysis:</u>
$15,000 to fund requests from groups for FY 2022/23

<u>Qualitative Analysis:</u>
Supporting coordination groups/partnerships allows for Islands Trust to support enhanced coordination and cooperation in the Islands Trust Area and to learn from these groups, which advocate on similar issues of interest to Islands Trust residents and trustees. Supporting these local groups strengthens Islands Trust's position within the community as a leader and ally, and creates an opportunity to build long-term collaborative relationships. Some of these groups also offer an opportunity for more targeted and effective collaboration with First Nations and regional districts in the Trust Area.

RECOMMENDED DECISION:
That $15,000 be budgeted for the Secretariat Services Program.
PURCHASING PROCEDURE:
All expenditures will be in accordance with Policy 6.5.3 on Procurement.

Clare Frater / Director, Trust Area Services

Initiator:

October 18, 2021

Date

Director/CAO

Date

Budget Funding Request
Short-Form Business Case

The following business case was reviewed by Regional Planning Committee at their September 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR

Initiated by: David Marlor/Mark van Bakel **Business Area:** Local Planning Services **Name of Request**: Local Government Development Applications Program $367,000 (from awarded grant) (budget breakdown from grant application included in Appendix A)	**Budget Source** (select all that apply): X **Specific Project Funding** (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ____________________ ☐ **Other – please describe:** _Strategic Plan Program
Date of Funding Request: Jan 13, 2022	**Funding Required for (date range): April 1 2022 to March 31, 2023**

ISSUE/OPPORTUNITY:

The Islands Trust has been awarded a Government of British Columbia "Local Government Development Approvals Program" (LGDAP) grant intended to improve service delivery. The grant will assist in transitioning from the legacy Trust Area Property Information System (TAPIS) application management software to industry standard information management software in order to improve application processing. TAPIS is currently the sole repository and management system for Islands Trust land use information, development applications, bylaw enforcement files, and Islands Trust Conservancy files. For nearly 20 years this application has been central to Islands Trust information management, yet the software represents a series of technological challenges and limitations, including:

- No online transaction capacity

- No online application status tracking
- Limited integration of mapping
- No online access from the field
- Limited reporting capacity
- Ongoing software maintenance risks associated with in-house development skills

New information management software will improve all aspects of application processing. Including:

- Consistent template letters, receipts, forms and reports
- Transparent sequencing of applications.
- Property files will be more readily searchable and available to staff and public.
- Processing of information and timelines in response to freedom of information requests will be improved.
- Third party development and maintenance means ongoing and reliable support, upgrades and long term feature and performance improvements.

The grant includes funding to undertake a review of specific aspects of development application processing, and this work will be informed by the up-coming governance review report.

PROJECTED RESULTS/DELIVERABLES:

There are three elements to the overall project:

1. A review by a qualified external consultant on the actual processes undertaken. This will focus on the steps, reporting, and the detail in the reporting to the elected officials for each type of major application. Part of this will be to look at means to "fast-track" or "prioritise" those applications that improve equity and access to affordable housing.

2. Provision of new technology for use by staff and the public by replacing the in-house property information system with a new system. The intent is to use a system that follows accepted protocols in BC local governments. The new system will provide more reporting options (currently limited) on applications and harmonisation of tracking of staff time on applications for reporting purposes (currently done via two different systems that cannot share data). The new system would include an application portal for the public to make and track applications. This project will provide more clarity and transparency, and also, through better tracking, provide data for analysis of application processing, enabling the continual adjustment of processes and resource allocation over time.

3. Training: delivery of in person and knowledge base material will be paramount to the success of this transition between information systems.

These together will provide a much smoother, more efficient and more transparent process than we are able to provide with the current technology and systems.

RISK ASSESSMENT:

1. The grant funding does not include bylaw enforcement or Islands Trust Conservancy files. A separate request to Trust Council was made to include this as an add-on. That the ITC and bylaw enforcement file management components cannot be integrated for the proposed grant funding. There is a risk that

these two areas will remain under the old software until funding is found to upgrade them, and could create some additional work for Information services and planning staff using the system.
2. Grant request was based on best information available at time of grant application (2021); actual costs will only become known at time of evaluating request for proposals.

ALTERNATIVES CONSIDERED:

Option 1: Supplement grant funding to incorporate bylaw enforcement and Islands Trust Conservancy in Local Government Development Approvals Program (separate request to Trust Council for funding in 2022/23).

Option 2: Proceed with grant funding only and include application processing in the review, and request Trust Council to consider funding in 2023/24 to add bylaw enforcement and Islands Trust Conservancy. Cost may be a bit higher if added on later as opposed to undertaking work concurrently. At present no grant funding is available for this aspect of the project.

CRITICAL SUCCESS FACTORS:

- External review of application processing procedures
- Implementation of industry standard, application processing software
- In-person training and development of training materials for all relevant staff

RECOMMENDED OPTION:

Option 1 is recommended.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- The grant will cover 100 per cent of the project up to $367,000. Staff resources will be provided in-kind – mostly Information Services to manage the software implementation project, and Director Local Planning Services time to manage the review of development applications contract.

Qualitative Analysis:

This will further the implementation of the LPS Renewal initiative by improving application processing procedures, workflows, tracking and reporting.

PURCHASING PROCEDURE:

As per Islands Trust process for procurement

PROPOSED IMPLEMENTATION STRATEGY:

- Procurement process for external review of application processing
- Procurement process for industry-standard software and training

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Reports to Trust Council via Regional Planning Committee.

David Marlor, Director, Local Planning Services	January 13, 2022
Initiator Name and Title	Date

Islands Trust

Budget Funding Request
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TO BE COMPLETED BY INITIATOR

Initiated by:
Islands Trust Conservancy Board

Business Area:
Islands Trust Conservancy

Name of Request:

New Staff Resources: Fund Development Specialist (0.6 FTE)

$53,186 (FY2022/23)
$51,386 (Yearly, after first year)

Budget Source (select all that apply):

- ☐ **Specific Project Funding**
  - ☐ Third Party Contractors
  - ☐ Staff Travel Expense
  - ☐ Staff Overtime Expense
  - ☐ New Staff Member
  - ☐ Computer Hardware/Software
- ☐ **Furniture & Equipment**
- ☐ **Computer Hardware/Software**
- ■ **New Staff Resources** (see Staff Costing Tool)
  - ■ **Permanent**
  - ☐ **Temporary**
    Temp Duration: ____________________
- ☐ **Other – please describe:** _______________________

Date initiated: August 24, 2021
Revisions: October 14 and November 4, 2021

Date required: April 1, 2022

BACKGROUND:
Islands Trust Conservancy (ITC) currently has a Communications and Fundraising Specialist position (1.0 FTE). The position is divided into Communications work (50%) Fundraising work (45%) and Other (5%). Unfortunately, current communications demands have eclipsed the fundraising component of the position. This issue became apparent in early 2020 when the position was split into two part time positions: one for communications and one for fundraising. The duties of each role are below.

Communications
ITC communications work currently includes:
- News release development and coordination
- Newsletter development (3-4 times/year) – the Heron Newsletter

- Social Media posting: Facebook and Twitter (Twitter currently less used)
- eNews development (8-10 times/year)
- Communication product development and coordination – brochures, fact sheets, reports
- Outreach program support and visiting islands at annual events, e.g. fall fairs
- Development of communications plans, strategies, policies and procedures
- Website content management (ITC pages)

Fundraising

Fundraising tasks currently include:

- Fundraising Strategy development and implementation
- Administration of a donor program to support the Opportunity Fund, Property Management Fund, Covenant Management and Legal Defence Fund, Land Acquisition Funds
- Management of fundraising for campaigns, including land acquisition and support for standing funds (e.g. the Opportunity Fund)
- Caring for donor relationships and showing appreciation, including in-person and on-island visits
- Outreach to estate planning professionals
- Coordination of grant applications and grant management
- Administration of the Opportunity Fund and Morrison-Waxler Fund granting programs

Current staffing

In early 2021, ITC informally restructured its staffing to create more capacity for communications and fund development while the incumbent Communications and Fundraising Specialist is on leave. Two part-time positions were created: one to manage communications and one to manage fund development work (i.e. work with donors). Grant programs are being managed by program staff under ITC Manager supervision. The communications staffing will be increased to full-time as of November 15, 2021 for the remainder of the fiscal year to meet current demands. This temporary staffing increase was done within existing approved budgets.

PROBLEM STATEMENT/OBJECTIVES:

Problem Statement: In February 2020, the ITC Board approved a Fund Development Strategy which identified ITC funding needs and ways to use Strategic Charitable Giving to fund these items. Through the Fund Development Strategy, the ITC Board has identified the need for building relationships with donors in order to build funds for ITC land securement (acquisition and covenants), the Opportunity Fund (granting program for land securement costs), and long term legal defence and property management needs.

Throughout 2020, the ITC struggled to implement the strategy because communications needs were prioritized as an ongoing and frequently time sensitive need. Also, the skills for the two roles, while seemingly similar, are not well matched due to the urgency of tasks. Communications needs tend to be highly time sensitive and require speedy written skills. Fund development is a slower process, requiring long term, sustained relationship building, frequently on the phone or in person, and the ability to build relationships with financial professional and donors.

In early 2021, ITC attempted to prioritize fund development by dividing the Communications and Fundraising role into two part-time positions. This division was possible because the current Communications and Fundraising Specialist is on education leave and the ITC had some flexibility to trial a new staffing arrangement.

The division of the Communications and Fundraising Specialist role into two positions provided adequate time for fund development work, but it became quickly apparent that ITC communications could not be done as a

0.5 FTE role. This resourcing gap has left ITC unable to do all of its work effectively leaving it open to two big risks:

1) ITC will miss key opportunities to attract and support donations of land and money, restricting key opportunities to maximize land conservation in the Islands Trust Area; and,
2) ITC will fail to communicate effectively about its programs, resulting in missed opportunities to encourage voluntary land conservation in the Islands Trust Area.

Both risks mean that ITC will fall short of its potential for upholding the ‘preserve and protect’ mandate of the Islands Trust.

Objectives: ITC will accomplish the following objectives through an increase in staff capacity:

1) ITC will meet its needs for Fund Development, building the Opportunity Fund as well as acquisition funds and legal defence/property management funds; and,
2) ITC will meet its communications needs, including its social media, outreach and strategic needs.

PROJECTED RESULTS/DELIVERABLES:

The ITC Board recommends adding a Fund Development Specialist position (0.6 FTE) and maintaining the current position as a 1.0 FTE Communications Specialist. The addition of a Fund Development role, will meet ITC needs for fund development, building the Opportunity Fund as well as acquisition funds and legal defence/property management funds while also supporting communications, including social media, outreach and strategic needs. Through defining and separating these specialist roles the ITC will gain efficiency, as well as attract expert candidates who may stay longer. The added role will also increase the presence of the ITC in communities and on islands, adding a friendly face to interactions with island communities.

ALTERNATIVES CONSIDERED:

1) **Status Quo:** Keep staffing at current levels and one position. This option will require a reduction in communications work or in fund development activity, both of which present a risk to the work of the ITC.

2) **Split existing 1.0 FTE Communications and Fundraising Specialist role position into two part-time positions:** This option will require a reduction in communications work or in fund development activity, but will help to delineate the roles more clearly. This option would require staff to follow BCGEU processes for layoff as there is an incumbent (currently on leave) who would be displaced.

3) **Restructure the existing 1.0 FTE Communications and Fundraising Specialist position into two part-time positions, one at 0.8 FTE and one at 0.6 FTE, or two at 0.6 FTE:** This option would provide some additional resources in communications and fund development at a lower cost and help to prevent the communications needs from eclipsing the needed fund development work. Budget increases would be $34,784 or $19,982 with details noted in the tables below. This option would require staff to follow BCGEU processes for layoff as there is an incumbent (currently on leave) who will be displaced.

Table 1. Budget increase required to staff one 0.8 FTE and one 0.6 FTE position.

Summary			
Salary + Benefits	$	33,204	*Ongoing fiscal year cost*
Travel	$	680	*Ongoing fiscal year cost*
Cell Phone	$	-	*Ongoing fiscal year cost*
Computer - Laptop	$	-	*One-time expense*
Computer - Desktop	$	1,800	*One-time expense*
Training	$	900	*Ongoing fiscal year cost (may decrease over time)*
Overtime	$	2,338	
TOTAL COST OF NEW POSITION in 1st year	**$**	**36,584**	
Total one-time expenses	**$**	1,800	
Total yearly expenses	$	34,784	

Table 2. Budget increase required to staff two 0.6 FTE positions.

Summary			
Salary + Benefits	$	16,602	*Ongoing fiscal year cost*
Travel	$	680	*Ongoing fiscal year cost*
Cell Phone	$	-	*Ongoing fiscal year cost*
Computer - Laptop	$	-	*One-time expense*
Computer - Desktop	$	1,800	*One-time expense*
Training	$	900	*Ongoing fiscal year cost (may decrease over time)*
Overtime	$	2,338	
TOTAL COST OF NEW POSITION in 1st year	**$**	**19,982**	
Total one-time expenses	$	1,800	
Total yearly expenses	$	18,182	

CRITICAL SUCCESS FACTORS (List):

- Timely development of job descriptions and timely and suitable job classifications;
- Timely hiring process;
- Appropriate skill sets and ability of new staff to quickly come up to speed on ITC work; and
- Seamless transition of existing staff into new role(s) – our current Communications and Fundraising Specialist is on education leave, returning April 25, 2022. We expect the Public Service Agency would support placement of the current Communications and Fundraising Specialist into the new Communications Specialist role in accordance with the collective agreement.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

In 2021, while the incumbent Communications and Fundraising Specialist has been on leave, the ITC staff team has worked with two people in the separate staff positions for communications and fund development. The trial separation of the Communications and Fundraising Specialist position into two separate jobs means that the team has already adjusted to the creation of two positions for these roles.

The ITC would hire an additional staff member to cover the additional role requirements and would liaise with the Public Service Agency regarding new job profiles and classification. All new staff are provided with orientation and training to help manage their integration into the Islands Trust and the Islands Trust Conservancy.

BENEFIT/COST ANALYSIS SUMMARY:
The 2022-2023 cost is $53,436, including anticipated overtime, travel, training and equipment for a 0.6 FTE Communication/Fund Development Specialist addition.

Summary			
Salary + Benefits	$	49,806	*Ongoing fiscal year cost*
Travel	$	680	*Ongoing fiscal year cost*
Cell Phone	$	-	*Ongoing fiscal year cost*
Computer - Laptop	$	-	*One-time expense*
Computer - Desktop	$	1,800	*One-time expense*
Training	$	900	*Ongoing fiscal year cost (may decrease over time)*
Overtime	$	2,338	
TOTAL COST OF NEW POSITION in 1st year	**$**	**53,186**	
Total one-time expenses	$	1,800	
Total yearly expenses	$	51,386	

RECOMMENDED DECISION:
That the Islands Trust Council incorporate an increase of a 0.6 FTE Islands Trust Conservancy Fund Development Specialist position into its 2022/23 budget.

PURCHASING PROCEDURE:

Recruitment as per Islands Trust recruitment policy.

Kate Emmings

Initiator: Manager, Islands Trust Conservancy

September 24, 2021
Revised October 14 & November 4, 2021
& reviewed January 12, 2022

Date

Islands Trust

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 10, 2021
From:	**Executive Committee**	**Date Prepared:**	November 5, 2021
SUBJECT:	**2022/23 Executive Committee project budget requests**		

PURPOSE: To advise the Financial Planning Committee of budget requests related to responsibilities of Executive Committee.

BACKGROUND:

On October 27, 2017, the Executive Committee considered potential budget requests and decided to recommend to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 Budget the amounts below:

Strategic Plan item #	Potential funding request	2022/23 Amount proposed	2021/22 funding	Notes
4.6	Reconciliation Action Plan implementation	$17,000	$17,000	To support ongoing implementation of the Reconciliation Action Plan.
	History and Heritage Grants in Aid	$5,000	$5,000	Staff recommend keeping the amount the same.
	Application Sponsorship	$5,000	$5,000	Executive Committee has discussed the need to increase this budget and that the model fees bylaw may result in increased application fees, but resolved on October 27 to reduce the proposed $15,000 request to $5,000.
N/A	Communications	$50,000*	$23,000	An increase in budget is proposed to respond to an increasing demand for communications about Islands Trust and its projects. In addition, new Census results will be available in 2022/23 which provides an opportunity to create infographics and update the Island Profiles linked through each local trust area/Bowen Island landing pages on the website (sample) Also, it is anticipated that a number of publications will be designed in 2021/22 that could be printed. This increase will also provide

				additional opportunity to contract communications support as issues arise.
4.2	Website –design or functionality changes	$15,000	$7,000	The funding would support any changes to the new website requested by the newly-elected Trust Council or the public. Staff have received requests for changes that are outside the scope of the website renewal project (e.g. changes to the approved design/functionality). Staff have overspent the existing website budget in 2021/22 due to a need to engage contract support for content updates/feedback management due to lack of administrative staff availability due to zoom meeting administration, and a number of post-launch change requests.
3.1, 4.4, 5.6	Policy Statement Amendment Project	$5,000	$29,400	The funding would support any additional legal review of the draft Policy Statement and graphic design of the final document.
N/A	NAPTEP application sponsorship	$1,000	N/A	In September, Trust Council asked staff to prepare a draft policy regarding sponsorship of NAPTEP applications. This budget would support implementation of that potential future policy.
TOTAL		$93,000*	$86,400	

*This includes funding for communications contractors.

The Executive Committee considered but did not recommend a business case for an engagement planner position, and considered but did not recommend funding for a NAPTEP Regulation exemption reduction tax shift analysis (deferred to another year).

Business cases are not required for projects $5,000 or less. Communications funding has always been considered without a business case and staff have recommended the same approach to Reconciliation Action Plan funding.

ATTACHMENT(S):

1. None.

FOLLOW-UP: Staff have incorporated Executive Committee project budgets into the draft 2022/23 budget and will make additional changes requested by the Financial Planning Committee.

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

Reviewed By/Date: **Russ Hotsenpiller, CAO/November 5, 2021**

Islands Trust

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Trust Council approval of its work program for FY22/23.

TO BE COMPLETED BY INITIATOR

Initiated by:
Carmen Thiel

Business Area:
Executive Office

Name of Request:
Electronic Document Management

To develop a program for Islands Trust's electronic document management, which meets Canadian General Standards Board (CGSB) *Records As Documentary Evidence.*

Item	Cost
Phase 1 - Consulting hours: $160 per hour X 35 hours	$5,600
Consultant expenses (if applicable, i.e. outside of Victoria, BC); if the consultant was Victoria based, this amount would be used for consulting hours.	$900
Total Budget	**$6,500**

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**
  - Temp Duration: ___________________

☐ **Other – please describe:** _Strategic Plan Program

Date of Funding Request: October 14, 2021

Funding Required for (date range): April 1 2022

ISSUE/OPPORTUNITY:

Since approximately 2007, Islands Trust has invested in staff and consultant time to develop its records management system, which is based on Records Management for Local Government Organizations. In 2011, Trust Council adopted Bylaw 144 to authorize the records management system currently in place that applies to both paper and electronic records.

As an adjunct/next step to the Trust's Records and Information Management (RIM) program, staff are recommending that a program be developed to ensure that current digital records are managed as required and so that subsets of digital records can be designated as authoritative records which meet the standards of authenticity, reliability, integrity, usability and metadata. Electronic records require different measures and controls from those in paper or hard copy format. Currently we work in a mixed environment of paper and electronic formats but want to move towards a "paperless" electronic format wherever possible.

Electronic Records as Evidence

Electronic records management systems are governed by a mix of statue law and court decisions. A cornerstone of the law of evidence in Canada is that only relevant and truthful evidence is admitted into court.

In the past, the "official" record was most always determined to be a printed or hard copy document, even if it was first generated as a digital record. Now we have the possibility of using electronic records as evidence, and need to decide which format to treat as the official record. By creating the policies and procedures needed to meet CGSB's requirements, Islands Trust can have assurance that its electronic records are legally admissible and that "digital only" documents identified in the program will stand as the authoritative record, with the added benefit of being paperless.

PROJECTED RESULTS/DELIVERABLES:

Elements to the overall project:

1. Have a qualified external consultant, who is a certified records manager and well versed in information governance and records management, begin the work of developing policies and procedures for Islands Trust's electronic "digital born" records as well as scanned paper records. This should include recommendations on the use of electronic signatures.

2. Ascertain whether the creation of such a program should best be done in a phased manner depending on the complexity involved in its development and implementation. This may result in the program being implemented over several years.

3. Once the above referenced program is developed, forward the policies for the program to Trust Council for adoption.

4. Have the related operational procedures adopted by the management team for implementation by records management staff.

5. A scanning program of sub-sets of paper records may be undertaken as a separate phase of this overall project, resulting in considerable savings in storage costs when we are no longer required to keep paper records.

6. The Legislative Services Manager and the staff-based Records Management Committee would assist the consultant wherever possible in the development of the program to realize cost savings on the project.

RISK ASSESSMENT:

1. Without such a program in place, staff continue to work in a mixed format of paper and electronic documents. Staff are eager to move to a paperless work environment. The risk of informally moving to electronic-only documents is that they may not stand the test of legal admissibility and may not be in compliance with national/international standards or applicable law (provincial or federal).
2. Staff do not have the expertise or experience to develop such a comprehensive program as it applies to electronic records.

ALTERNATIVES CONSIDERED:

Option 1: Hire a qualified professional consultant to develop a program for the management and use of digital-only records, for approval by Trust Council. This may require a phased multi-year approach to develop and implement such a complex program.

Option 2: Continue with the current mixed format environment (paper and electronic documents) and print off records as the authoritative version for storage at Islands Trust offices, and ultimately in the warehouse used by Islands Trust.

CRITICAL SUCCESS FACTORS:

- Development of a comprehensive program which applies to electronic records, both digital born and scanned versions of paper records in compliance with laws and recognized standards;
- Adoption of the program policies by Trust Council;
- Implementation of policies and procedures by staff.

RECOMMENDED OPTION:

Option 1 is recommended.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

The requested funding, including additional phases of the project which may be necessary, will be offset by savings in off-site storage, photocopy, and paper costs.

Qualitative Analysis:

This phase of managing digital records is considered an adjunct to the records management program for Islands Trust adopted by Trust Council in 2011.

PURCHASING PROCEDURE:
As per Trust Council's procurement policy.

PROPOSED IMPLEMENTATION STRATEGY:

- The implementation strategy would be developed after the program/policy was adopted.
- Staff training on the program would be required with the possibility that it could be provided by staff.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

All staff, and in particular assigned records management staff, would be affected by and expected to follow the adopted program and procedures and training would be provided in order to accomplish this.

Carmen Thiel, Legislative Services Manager	October 14, 2021
Initiator Name and Title	Date
Russ Hotsenpiller, CAO	October 14, 2021
Reviewed by: Name and Title	Date

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	January 19, 2022
From:	**David Marlor, Director, Local Planning Services**	**Date Prepared:**	January 11, 2022
SUBJECT:	**Building Permit Review Cost Recovery Options**		

PURPOSE: To provide the Financial Planning Committee (FPC) with options for cost recovery for land use zoning checks of regional district building permit applications.

BACKGROUND:

At its regular meeting on November 10, 2021 the FPC passed the following resolution:

> *that Financial Planning Committee request staff to report back on options to recover costs related to building permit referrals.*

Local Trust Committees are currently limited in the types of applications and referrals for which they can charge a fee to recover costs. The authority for fees comes from Section 462 of the Local Government Act. This section specifies the types of applications and referrals for which the local trust committee may charge a fee. This section permits fees for amendments to bylaws, issuance of permits, applications to the Board of Variance, and referrals of a subdivision applications from the Provincial Approving Officer. Other legislation allows local trust committees to charge a fee for a liquor or cannabis referral, or an Agricultural Land Commission application. There is no authorization to charge a fee for any other referral, including building permit referrals.

Historically, Islands Trust planning staff have always undertaken a review of building permits to check that the proposed development is consistent with local zoning bylaw. In the early days (1990s), the building inspector would review the proposed development against the local zoning. In situations where they could not make a determination, or if there was a development permit area overlay, the building inspector would request planning staff to provide an interpretation. In some instances, the building inspector would come into the office and consult with the planner, in others they would send it over to the planners for a response.

Over time, the zoning bylaws have become more complicated, with more development permit areas, requiring the building inspector to request more support from planning staff. We experimented with sending a planner over to the regional district office weekly to spend the day plan checking.

The inherent problem with the building inspector determining when to ask planning staff for advice is that the building inspectors are not planners, and are not current on common law interpretations of bylaws. This lead to situations where a building permit was issued that was not consistent with the zoning, leading to expensive resolution for the landowner and Island Trust.

To avoid this, Islands Trust planning staff worked with each regional district to ensure that all building permits where being checked for compliance with zoning before a building permit was issued. The four regional districts that have building inspection within the Islands Trust area are:

- Capital Regional District (Salt Spring, Galiano, North Pender, South Pender, Mayne and Saturna local trust areas (LTAs))
- Cowichan Valley Regional District (some islands in Salt Spring LTA, Thetis LTA)
- Regional District of Nanaimo (Gabriola LTA)
- Sunshine Coast Regional District (Gambier LTA)

The Powell River Regional District has a building inspection bylaw that applies to Lasqueti Island but does not undertaken any building inspection on Lasqueti. The Comox Valley Regional District does not have a building inspection bylaw for Denman or Hornby islands, and as such, the local trust committees undertake zoning check through the issuance of siting and use permits (under S. 31 of the Islands Trust Act).

In an average year we receive 400 building permit referrals. Each takes between 2 to 3 hours to process on average, and over the year accounts for about 80 per cent of the time of the Planning Technician. About 70 per cent of the referrals are from the Capital Regional District, and 40 per cent of all referral are on salt Spring Island.

We have formalized the process and consolidated it under one position, the Planning Technician. This has improved efficiency and ensures consistency in process and review quality.

Options to Recover Costs of Building Permit Reviews:

Option A: Voluntary Agreement with the Regional Districts

This option would involve coming to an agreement with each regional district on compensation for undertaking building permit reviews. This would require the regional district being agreeable to providing some form of payment, and the regional district's ability to raise and transfer those funds. A downside to this approach is that the regional district may not be agreeable or may not have the ability to raise and transfer the funds, or each regional district may have a different approach or payment amount, leading to inconsistency within the Islands Trust.

This option would require, on request of Trust Council or the Executive Committee, CAO time to speak with the CAO of the regional districts to gauge interest in coming to an agreement, and Director of Local Planning Services time to work with the relevant Manager of Building Inspection on an agreement. Timeline for this would be over several months.

Option B: Regulatory Amendment

This option would involve requesting the Minister of Municipal Affairs to provide authority to local trust committees by regulation under s.53 or s.54 of the Islands Trust Act, or S.462 of the Local Government Act. An advantage of this approach would be a consistent fee (via an amendment to the model fee bylaw attached to Trust Council's Application Processing Services policy), and clear authority and control to charge such a fee.

This option would require, on request of Trust Council or the Executive Committee, CAO time to make a request to the Ministry for such a regulatory change. The timeline for this is likely more than a year given experience with other requests, and priorities of the Ministry. Ministerial approval is not guaranteed. Legal advice would be required to ensure we are making the correct request to the Ministry.

ATTACHMENT(S): None.

FOLLOW-UP: For information and as requested by the Financial Planning Committee.

Prepared By: **David Marlor, Director, Local Planning Services**
Reviewed By/Date: **Russ Hotsenpiller, Chief Administrative Officer**