



Islands Trust Council

Quarterly Meeting Agenda

Date: Tuesday, January 15, 2019
Location: Coast Bastion Hotel
11 Bastion Street, Nanaimo, BC

	Pages
1. CALL TO ORDER	
2. APPROVAL OF AGENDA	
3. LOCAL PLANNING SERVICES SESSION	4 - 4
4. TRUST AREA SERVICES SESSION	5 - 5
5. ISLANDS TRUST CONSERVANCY SESSION	6 - 6
6. ADMINISTRATION / BUDGET 2019-2020 SESSION	7 - 8
6.1 September 30, 2018 Q2 Financial Report - RFD	9 - 13
That Trust Council approve the September 30, 2018 Quarterly Financial Report as presented.	
6.2 September 30, 2018 Q2 Forecast - Briefing	14 - 18
6.3 Draft 2019/20 Budget Assumptions & Principles	19 - 23
6.4 Draft 2019/20 Budget Overview	24 - 27
6.5 Draft 2019/20 Budget Detail	28 - 28
6.5.1 Draft 2019-2020 Budget Funding Requests	
6.5.1.1 Summary of 2019/20 Budget Funding Requests	29 - 29
6.5.1.2 2019/20 Budget Funding Request Business Cases	30 - 78
7. STANDARDS OF CONDUCT / CONFLICT OF INTEREST / FREEDOM OF INFORMATION SESSION	79 - 79
8. FIRST NATIONS SESSION	80 - 81
9. STRATEGIC PLANNING SESSION	82 - 113
10. BUDGET AMENDMENTS	
11. STAFF AWARDS	
12. GENERAL BUSINESS ARISING	
12.1 Resolutions Without Meeting - TC-RWM-2018-005 ; TC-RWM-2018-006; TC-RWM-2018-007	114 - 116

12.2	November 7-8, 2018 Trust Council Meeting Draft Minutes	117 - 124
12.3	Trust Council Follow-up Action List	125 - 132
12.4	Trustee Round Table	
13.	EXECUTIVE	
13.1	Chief Administrative Officer's Report	133 - 133
13.2	Executive Committee Work Program Report	134 - 135
	That the Islands Trust Council approves the top priorities of the Executive Committee Work Program Report.	
13.3	Policy 2.3.1 [Council Committee System Policy] Amendment - RFD	136 - 143
	That Trust Council adopt amended "Policy 2.3.1 Council Committee System".	
14.	LOCAL PLANNING	
14.1	Director of Local Planning Services Report	144 - 144
14.2	Bylaw Enforcement Statistics - Briefing	145 - 152
14.3	Local Trust Committee Fees Review - RFD	153 - 155
	That Trust Council request the Local Planning Committee to report back on a Local Trust Committee applications fee strategy.	
15.	ADMINISTRATIVE SERVICES	
15.1	Director of Administrative Services Report	156 - 158
15.2	Financial Planning Committee Work Program Report	159 - 159
	That the Islands Trust Council approves the top priorities of the Financial Planning Committee Work Program Report.	
15.3	March 31, 2018 Allocated Financial Statements - Briefing	160 - 162
15.4	Policy 7.2.1 Trustee Remuneration Amendment - RFD	163 - 167
	That Trust Council approve the amended wording of Policy 7.2.1 <i>Trustee Remuneration</i> .	
16.	TRUST AREA SERVICES	
16.1	Director of Trust Area Services Report	168 - 172
16.2	A/Manager Islands Trust Conservancy Report	173 - 174
16.3	Community Stewardship Award - Briefing	175 - 180
17.	DELEGATIONS AND TOWN HALL	
17.1	Advocating for a Zero Emission/GHG reduction plan for BC Ferries - case for Electric Ferry Pilot	
	Melanie Mason	

17.2	Gulf Islands Alliance	
18.	CORRESPONDENCE	
19.	SUMMARY / UPDATES	
19.1	Trustee Updates	
19.1.1	BC Ferries (Ferry Advisory Committee Chairs)	
19.1.2	Gulf Islands National Park Reserve Advisory Committee (Trustee Middleton)	
19.1.3	Salt Spring Island Watershed Protection Authority (SSIWPA)	
19.1.4	Howe Sound Community Forum	
19.1.5	Freighter Roundtable Update	
19.2	Priorities Chart	181 - 183
	By General Consent	
19.3	Disposition of Delegations and Town Hall Requests	
	By General Consent	
20.	NEW BUSINESS	
21.	CLOSED MEETING (Separate Agenda)	
	That the Islands Trust Council meeting be closed to the public subject to Section 90(1) of the Community Charter in order to consider matters related to:	
	(c) labour relations or other employee relations,	
	(g) litigation affecting the Islands Trust; and	
	(i) receipt of advice that is subject to solicitor-client privilege;	
	and that staff be invited to attend the closed session.	
22.	LOCAL TRUST COMMITTEE REVIEW SESSION	184 - 184
23.	NEXT MEETING	
	The next meeting of Islands Trust Council will be held March 12-14 on Gabriola Island.	
24.	ADJOURNMENT	



January 15, 2019
Islands Trust Council
Local Planning Services Orientation Continued

Background: This outline is presented in support of Trust Council orientation

Purpose: To provide an overview of Local Planning Services

Resources: David Marlor, Director of Local Planning Services (DLPS)
 Stefan Cermak, Regional Planning Manager (RPM)
 Robert Kojima, Regional Planning Manager (RPM)
 Ann Kjerulf, Regional Planning Manager (RPM)
 Miles Drew, Bylaw Enforcement Manager (BEM)
 William Shulba, Senior Freshwater Specialist (SFS)

TIME	TOPIC	WHO
9:15 am	Local Planning Services Structure - Regional offices - Bylaw enforcement - Grants Administration - First Nations - Freshwater	DLPS Marlor RPM Cermak BEM Drew RPM Kojima RPM Kjerulf SFS William
9:25 am	Bylaw Enforcement - Overview of Bylaw Enforcement - Bylaw Enforcement Best Practices	
9:40 am	Freshwater - Overview of the work undertaken to date on Freshwater - Major issues and initiatives underway	
9:55 am	Local Planning Services Restructure - Overview of the 2018 LPS Review - Outline of the new structure - Implementation Plan	



January 15, 2018
Islands Trust Council

TRUST AREA SERVICES

Background: This outline is presented in support of Trust Council orientation

Purpose: To provide an overview of Trust Area Services

Resources: Clare Frater, Director, Trust Area Services

TIME	TOPIC	WHO
10:30 AM	• Intergovernmental Relations • Advocacy • Public Programs • Indicators • Communications	Clare Frater, Director Trust Area Services
11:00 AM	• Policy Statement- role and function • Policies about the Policy Statement • History of amendments • Current amendment project	



January 15, 2019
Islands Trust Council
Islands Trust Conservancy Orientation

Background: This outline is presented in support of Trust Council orientation

Purpose: To provide an overview of the Islands Trust Conservancy

Resources: Kate Emmings, A/ Manager, Islands Trust Conservancy (ITCM)

TIME	TOPIC	WHO
11:30 am	Islands Trust Conservancy (ITC) background • Why the ITC was created and its function • ITC structure • Partnerships and community • Nature reserves and nature reserve management • Conservation Covenants & monitoring • NAPTEP Covenants & monitoring • Mapping work • Conservation Planning	Kate Emmings (ITCM)
11:50 am	Islands Trust Conservancy (ITC) strategic work • ITC Regional Conservation Plan • ITC Securement Strategy • ITC Property Management Strategy • Relevance of strategic work to local trust committees and Bowen Island Municipality	
12:10 pm	Islands Trust Conservancy, local trust committees (LTCs) and the Bowen Island Municipality (BIM) • Current collaborative agreements of the ITC • Examples of past work with LTCs and BIM • Resources from the ITC for LTCs and BIM	

Pre session preparation:

[2018-2027 Regional Conservation Plan](#)

[Information on Island Conservation Areas and Landscape](#)



Islands Trust Council January 2019 2019/20 Proposed Budget

Purpose:

- To provide Trust Council with an overview of the Financial Planning Committee's current draft of the 2019/20 budget;
- To discuss the proposed revenues, expenses, and resulting surplus balances with Trust Council and receive feedback for amendments as needed;
- To provide an opportunity for questions, comments and recommendations from Trustees before the Financial Planning Committee develops a draft budget package for public comment.

Chair: Peter Luckham, Chair, Islands Trust Council

Resources: Peter Grove, Chair, Financial Planning Committee
 Julia Mobbs, Director, Administrative Service
 Russ Hotsenpiller, Chief Administrative Officer
 Clare Frater, Director, Trust Area Services
 David Marlor, Director, Local Planning Services

Introduction (5 minutes) Comments (5 minutes) 2019/20 Proposed Budget (40 minutes) <u>Document References</u> • Budget Assumptions and Principles • Budget Overview • Budget Detail • Funding Requests Summary ○ Strategic Plan Initiatives ○ Operational Initiatives ○ Staffing Changes • Funding Requests Business Cases Questions/Comments from Trustees (40 minutes)	Peter Grove, Chair, FPC Russ Hotsenpiller, CAO Julia Mobbs, Director, Administrative Services Trustees
NEXT STEPS: • December 2019: ○ FPC meeting to review public consultation documents ○ Consultation with Bowen Island Municipality on draft budget package • January 2019: ○ Trust Council review of first budget draft and public consultation documents	

- Financial Planning Committee preparation of a draft budget package for public consultation
- **January-February 2019:**
 - Consultation with public on draft budget package
- **March 2019:**
 - Trust Council approval of a Budget Bylaw to be forwarded to the Minister by March 31, 2019

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: January 15 - 16 , 2019

From: Financial Planning Committee

Date Prepared: November 1, 2018

SUBJECT: SEPTEMBER 30, 2018 QUARTERLY FINANCIAL REPORT

RECOMMENDATION: That the Islands Trust Council approve the September 30, 2018 Quarterly Financial Report as presented.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The financial report indicates that Islands Trust is generally following the financial plan for 2018/19.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: There are no organizational implications to the recommendation.

FINANCIAL: Expenditures to September 30, 2018 are within approved budgets.

POLICY: There are no implications for existing policy.

IMPLEMENTATION/COMMUNICATIONS: Managers and Directors will receive ongoing reporting throughout the year.

OTHER: None.

BACKGROUND

Islands Trust Policy 2.3.iii. Financial Planning Committee Terms of Reference requires the Financial Planning Committee to report to Trust Council regarding the organization's financial management practices.

REPORT/DOCUMENT: Islands Trust Statement of Net Financial Position (Balance Sheet) and Consolidated Statement of Revenue and Expenditure to September 30, 2018 attached.

KEY ISSUE(S)/CONCEPT(S):

Statement of Net Financial Position

Differences are due to timing of expenditures, receipt of revenues, and reversal of accruals following fiscal year end.

Consolidated Statement of Revenue and Expenditure

The benchmark for revenues and expenditures after six months (second quarter) of operations is 50% of the annual budget. The revenue and expense areas that vary significantly from the 50% benchmark include:

REVENUE

- Fees and Sales are currently at 72% of the total budget. Application fees received appear to be trending higher year over year primarily due to an increase in development permit and zoning amendment applications received.
- Investment income is higher than budget expectations due to investment of the general property taxes received at the end of July, 2018. Investments are drawn down proportionately throughout the year to fund operations.
- Other Revenues are lower than expected due to timing of the landlord's contribution towards the Victoria office renovation which will occur later in the fiscal year.

EXPENSES

Council Expenses

- Trust Council expenses are lower than budget due to the timing of expenditures for election costs which will occur during the third quarter.
- Trust Area Services expenses are lower than budget due to timing of expenditures for the Policy Statement Review Project and Trust Program Committee projects.

Local Planning Services

- Projects are lower than budget due to the following:
 - Projects funded by grants - Expenditures for work covered by grants has not advanced
 - First Nations Consulting – funds will be used during the last two quarters for first nations advising on the policy statement review.
 - LPC Toolkit Protect Coastal Douglas fir (CDF) – remaining funds will be used to fund CDF mapping.
 - LTC projects – Expenditures are expected during the third quarter as LTCs worked to complete priorities before the end of the term.

Administration

- Information Services expenditures are higher than budget due to timing of expenditures for software support which are typically renewed at the beginning of each fiscal year.
- Computer, Furniture & Equipment expenditures are below budget as this category includes renovations and the Victoria office renovation have not yet commenced.

FINANCIAL PROJECTIONS TO March 31, 2019 FISCAL YEAR-END

A detailed forecast of the 2018/19 year-end results will be conducted in November for presentation to the Financial Planning Committee and to January Trust Council.

RELEVANT POLICY: Bylaw No. 172, Islands Trust Financial Plan Bylaw 2018/19

DESIRED OUTCOME: Approval of the September 30, 2018 Quarterly Financial Report.

RESPONSE OPTIONS

Recommended: That the Islands Trust Council approve the September 30, 2018 Quarterly Financial Report as presented.

Alternative: None identified.

PREPARED BY: Nancy Roggers, Finance Officer

REVIEWED BY: Julia Mobbs, Director, Administrative Services
Russ Hotsenpiller, Chief Administrative Officer
Financial Planning Committee, November 21, 2018
Executive Committee, December 12, 2018

Islands Trust
Balance Sheet
For The 6 Months Ending September 30, 2018

Description	Current YTD Actual	Prior YTD Actual
Financial Assets		
Cash & Short-term Investments	8,004,857	7,842,710
Accounts Receivable	47,351	44,603
Total Financial Assets	8,052,209	7,887,313
Liabilities		
Wages & benefits payable	1,191,081	810,944
Accounts payable & accrued liabilities	146,682	523,967
Development Application Deposits	247,601	214,508
Deferred Revenue	37,432	54,983
Employee Benefit Obligations	119,140	138,864
Capital Lease Obligations	68,986	37,923
Cost Recovery Deposits	42,736	8,471
Total Liabilities	1,853,658	1,789,659
Net Financial Assets	6,198,550	6,097,654
Non Financial Assets		
Tangible Capital Assets	170,969	160,361
Prepaid Expenses	17,613	32,352
Total Non Financial Assets	188,582	192,713
Surplus	6,387,132	6,290,367

Islands Trust

Statement of Revenue and Expenditure

For The 6 Months Ending September 30, 2018

	Description	Prior YTD Actual	YTD Actual	Annual Budget	% of Budget
Revenue:					
	Fees & Sales	64,878	86,215	120,000	72%
	Provincial Grant	180,000	180,000	180,000	100%
	Property Tax Levy General	6,312,332	6,501,701	6,501,701	100%
	Special Property Tax Requisition	98,500	98,500	98,500	100%
	Property Tax Levy Bowen	242,680	293,933	293,933	100%
	Investment Income	29,000	42,498	60,000	71%
	Other Revenues	1,076	2,315	202,000	1%
Total Revenue		6,928,467	7,205,162	7,456,134	97%
Expenses					
	Trust Council	133,128	168,803	461,719	37%
	Executive Committee	56,223	83,970	148,028	57%
	Trust Area Services	191,275	181,295	495,733	37%
	General Admin Allocation - 18%	166,672	171,461	384,764	45%
Total Council Expenses		547,298	605,530	1,490,244	41%
Local Planning Services					
	Local Trust Committees	321,908	334,307	661,554	51%
	Projects	75,970	108,303	308,500	35%
	Planning Staff	1,270,553	1,251,061	2,616,385	48%
	LPS Facilities	163,526	167,357	474,531	35%
	Bylaw Enforcement	142,647	158,823	304,192	52%
	General Admin Allocation - 73%	725,510	695,370	1,519,301	46%
Total Local Planning Services Expenses		2,700,115	2,715,221	5,884,463	46%
Trust Conservancy					
	Board	11,858	11,719	20,000	59%
	Operations	219,858	189,956	424,417	45%
	Property Management	61,059	57,423	113,000	51%
	General Admin Allocation - 9%	88,238	85,731	194,010	44%
Total Trust Conservancy Expenses		381,013	344,829	751,427	46%
General Admin					
	Executive Office	180,824	187,325	386,530	48%
	Admin Services	270,543	200,198	506,819	40%
	Office Operations	150,820	156,075	298,632	52%
	Information Systems	235,627	266,763	532,225	50%
	Computer/Furniture & Equipment	32,710	109,087	308,869	35%
	Amortization Expense	40,056	33,114	65,000	51%
	General Admin Recovery	(980,420)	(952,562)	(2,098,075)	45%
Total General Admin Expenses		(69,840)	-	-	0%
Less Non-Cash Expenditures - Amortization				(65,000)	
Transfer from General Surplus Fund				(555,000)	
Transfer from LTC Project Specific Reserve Fund				(50,000)	
Total Expenses		3,558,586	3,665,579	7,456,134	
Surplus (Deficit) to date		3,369,880	3,539,583	0	
Surplus Fund, beginning of the period		2,920,487	2,847,550		

BRIEFING

To:	Trust Council	For the Meeting of:	January 15, 2019
From:	Julia Mobbs, Director, Administrative Services	Date Prepared:	November 13, 2018
SUBJECT:	FINANCIAL FORECAST AS AT SEPTEMBER 30, 2018		

PURPOSE:

To provide Trust Council with an overview of forecasted financial performance to the end of the current fiscal year, to support their duty of financial management oversight.

BACKGROUND:

The forecasted financial results for March 31, 2019 have been prepared based on actual financial performance to September 30, 2018, plus estimates of expected spending for the remainder of the fiscal year. The budget for fiscal year ending March 31, 2019 included a transfer from the General Revenue Fund Surplus of \$555,000 and a transfer from the LTC Specific Reserve Fund of \$50,000 for Local Trust Committee projects for a total draw on surplus funds of \$605,000. Based on the second quarter forecast, the required transfer from the General Revenue Fund Surplus is now estimated at \$218,146 and the transfer from LTC Specific Reserve Fund is now estimated at \$77,500 for a total transfer of \$295,646.

The September forecast reflects a total net decrease in funding requirement of \$309,354 from the original budget. An explanation of the significant revenue and expenditure areas contributing to this variance are as follows:

Revenues:

Revenues are forecasted to come in at \$8,500 less than budgeted due to:

- Grant Income – expected \$37,500 under budget due to lower than anticipated grant applications/approvals.
- Fees and Sales – expected \$24,000 above budget due to large volume of applications.

Expenditures:

Total forecasted expenditures come in lower than budget by a net of \$317,854.

- Software Licenses – expected overspending of \$10,000 due to increased costs for eScribe and other software packages and security certificates.
- Contract Services – expected overspending of \$27,785 due to contracted help required to backfill for vacant staff positions.

- Islands Trust Conservancy board meeting costs – expected overspending of \$4,000 due to several board members travelling from remote locations, requiring higher travel budgets and food/accommodation expenses.
- Legal expenses – net expected overspending of \$25,000 due primarily to increased costs related to Stoneman litigation.
- LTC Trustee Expenses – expected underspending of \$5,000 due to less claims submissions for travel.
- Recruitment - expected overspending of \$3,000 due to large volume of competitions to fill staff vacancies.
- Salaries and Benefits – expected underspending of \$230,000 due to staff vacancies in the period. This underspending is offset by overspending in the area of contracted services.
- Training and Conferences/Travel for Training/Travel – net expected underspending of \$42,555 due to staff vacancies, and significant work volume across the organisation in the current period reducing the amount of time available for staff development.
- Computer Supplies - expected underspending of \$9,000 due to higher scrutiny of needed supplies.
- Projects - expected underspending of \$98,500 related to:
 - Projects funded by grants – no grants expected, resulting in \$50,000 underspending. The SSIWPA grant funds received are reflected in SWIPPA expenses.
 - Strategic Plan Projects –
 - expected underspending of \$30,000 in the Policy Statement Review due to delay in project work.
 - expected underspending of \$7,700 in Trust Programs Committee due to unknown project initiatives for the new TPC, whose first meeting is in February 2019, not allowing for significant work to be completed by fiscal year-end.
 - expected underspending of \$37,500 in First Nations consulting due to early contract termination of contract with our First Nations consultant.
 - LTC projects – expected overspending of \$27,500 against budgeted \$50,000 budget due to higher volume of work than expected. An additional transfer from the LTC Specific Reserve fund is permitted to cover this overspending as Trust Council has earmarked up to \$100,000 for LTC projects for the current fiscal period.

Other variances are not considered significant.

CONCLUSIONS:

The budget for fiscal year ending March 31, 2019 included a transfer from the General Revenue Fund Surplus of \$555,000 and a transfer from the LTC Specific Reserve Fund of \$50,000 for Local Trust Committee projects for a total draw on surplus funds of \$605,000. Based on the second quarter forecast, the required transfer from the General Revenue Fund Surplus is now estimated at \$218,146 and the transfer from LTC Specific Reserve Fund is now estimated at \$77,500 for a total transfer of \$295,646.

ATTACHMENT:

- **Q2 Forecast_Sept 30, 2018**

FOLLOW-UP: Forward to Trust Council.

Prepared By: Julia Mobbs, Director of Administrative Services

Reviewed By: Russ Hotsenpiller, Chief Administrative Officer

st						
o March 31, 2018 based on						
s to September 30, 2018						
Acct #	Description	YTD Actual	Annual Budget	Forecast to Mar 31/18	Forecast Over (Under) budget	Forecast Over (Under) budget %
40000-40700	Fees & Sales	86,215	120,000	144,000	24,000	20%
45000	Provincial Grant	180,000	180,000	180,000	-	0%
46000	Property Tax Levy General	6,501,701	6,501,701	6,501,701	-	0%
46100	Property Tax Levy Bowen	293,933	293,933	293,933	-	0%
46200	Special Levy Property Tax Requisition	98,500	98,500	98,500	-	0%
48000	Interest Income	42,498	60,000	65,000	5,000	8%
49000	Other Income "General"	2,256	152,000	152,000	-	0%
49001	Grant Income	59	50,000	12,500	(37,500)	-75%
nue		7,205,162	7,456,134	7,447,634	(8,500)	
50500	Admin Cost Recovery	(952,562)	(2,098,075)	(2,098,075)	-	0%
50700	Admin Support Services	952,562	2,098,075	2,098,075	-	0%
50900	Amortization Expense	33,114	65,000	65,000	-	0%
50950	Applications sponsored by Exec Committee	1,003	5,000	6,000	1,000	20%
50960	History and Heritage Funding Grants in Aid	1,000	5,000	5,000	-	0%
51000	Audit	(1,275)	19,000	19,000	-	0%
51500	Bank Charges & Interest	1,857	5,000	4,000	(1,000)	-20%
52500	Board of Variance	747	1,500	1,000	(500)	-33%
53500	Carbon Offset Purchases	300	1,500	1,500	-	0%
54500	Communications	5,736	28,000	29,500	1,500	5%
55105	Info Systems - Licenses	40,734	45,000	55,000	10,000	22%
55200	Info Systems - Internet	25,598	46,000	50,000	4,000	9%
55500	Info Systems - Technical Support	39,560	105,000	105,000	-	0%
56000	Contingency	48	17,500	17,500	-	0%
56500	Contract Services	56,600	97,000	117,785	20,785	21%
57000	Elections "General"	7,773	130,000	130,000	-	0%
60000	Insurance	53,084	106,382	106,382	-	0%
61100	ITC "Board Honoraria"	3,850	8,000	7,500	(500)	-6%
61200	ITC "Board Meeting Expense"	7,776	10,000	14,000	4,000	40%
61210	ITC "Board Training & Conferences"	94	2,000	2,000	-	0%
61300	ITC "Property Management"	38,841	65,000	65,000	-	0%
61500	ITC "Conservation Planning & Land Securement"	5,808	18,000	10,000	(8,000)	-44%
61600	ITC "Ecosystem Mapping"	-	15,000	22,500	7,500	50%
62000	Land Title Registrations	984	3,000	3,000	-	0%
63000	Legal "General"	23,185	90,000	75,000	(15,000)	-17%
63100	Legal "Bylaw Enforcement Litigation"	39,530	59,997	80,000	20,003	33%
63200	Legal "Litigation Defence"	31,811	30,002	50,000	19,998	67%
65000	LTC "Trustee Expenses"	4,164	15,000	10,000	(5,000)	-33%
65050	LTC "Executive Expense on LTC's"	11,427	25,000	25,000	-	0%
65200	LTC Local Exp LTC Meeting Expenses	18,765	41,500	38,000	(3,500)	-8%
65210	LTC Local Exp APC Meeting Expenses	3,819	7,300	7,300	-	0%
65220	LTC Local Exp Communications	1,138	5,000	4,500	(500)	-10%
65230	LTC Local Exp Special Projects	2,500	8,500	3,000	(5,500)	-65%
67000	Meeting Expense	71,094	162,000	161,000	(1,000)	-1%
67500	Memberships	2,557	16,000	12,000	(4,000)	-25%
68100	Notices Statutory & Non Statutory	12,667	18,000	22,000	4,000	22%
69000	Office Rent	194,737	382,600	382,600	-	0%
69005	Office Services	20,465	43,550	43,550	-	0%
70000	Postage & Courier	5,579	10,000	10,000	-	0%
74000	Recruitment	4,026	5,000	8,000	3,000	60%
74900	Safety	254	5,000	1,000	(4,000)	-80%
75100	Sal & Ben "Salaries Administration"	858,346	1,835,978	1,716,924	(230,159)	-13%
75110	Sal & Ben "Benefits Administration"	209,392	455,326	425,797		
76100	Sal & Ben "Salaries & RPM's"	607,807	1,262,818	1,572,643		
76110	Sal & Ben "Benefits Planners & RPM's"	148,610	313,302	389,520		
77100	Sal & Ben "Salaries Planning Support Staff"	173,396	374,423			
77110	Sal & Ben "Benefits Planning Support Staff"	42,619	92,857			
78100	Sal & Ben "Salaries Bylaw"	108,562	216,180	215,909		
78110	Sal & Ben "Benefits Bylaw"	26,741	53,612	53,545		
79000	Stationary & Supplies	24,017	55,000	50,000	(5,000)	-9%
79500	Subscriptions	2,441	5,000	4,500	(500)	-10%
80100	Telephone	7,658	15,600	15,600	-	0%
80300	Mobile Devices	13,602	22,950	27,000	4,050	18%
81100	Training "Organization Wide"	3,524	5,000	3,524	(1,476)	-30%
81200	Staff Meetings & Recognition	8,416	15,000	15,000	-	0%
81300	Training & Conferences	28,120	80,250	60,000	(20,250)	-25%
81305	Travel for Training	21,914	47,100	40,000	(7,100)	-15%
82300	Travel	39,330	101,205	86,000	(15,205)	-15%

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o March 31, 2018 based on						
s to September 30, 2018						
Acct #	Description	YTD Actual	Annual Budget	Forecast to Mar 31/18	Forecast Over (Under) budget	Forecast Over (Under) budget %
84100	Trustee Remuneration	195,128	388,888	388,888	-	0%
84110	Trustee Remuneration "CPP Expense"	8,060	18,309	18,309	-	0%
84120	Trustee Remuneration Health/Dental Benefits	22,237	44,474	44,474	-	0%
84130	Trustee Remuneration MSP Benefits	8,522	16,986	16,986	-	0%
84140	Trustee Remuneration Pay In Lieu of Benefits	2,000	4,000	4,000	-	0%
84500	Trustee Remuneration "Executive on LTC's"	36,707	72,045	72,045	-	0%
Expenses Subtotal		3,368,095	7,218,634	6,990,280	(228,354)	
55100	Computer Hardware and Software	132,886	171,000	180,000	9,000	5%
69100	Furniture and Equipment	510	15,000	15,000	-	0%
69500	Renovations	10,174	282,000	282,000	-	0%
enses Subtotal		143,571	468,000	477,000	9,000	
(Note - See Projects Worksheet)						
72001	Project funded by grants	-	50,000	-	(50,000)	-100%
73001-655-4	SSIWPA- Funded by Special requisition	45,881	98,500	97,500	(1,000)	-1%
72300	Strategic Plan objectives	70,180	241,000	166,000	(75,000)	-31%
73001	LTC Projects	37,853	50,000	77,500	27,500	55%
btotal		153,914	439,500	341,000	(98,500)	-22%
nditures		3,665,579	8,126,134	7,808,280	(317,854)	
	Revenue minus expenditures		(670,000)	(360,646)		
ash Expenditures - Amortization			65,000	65,000		
om General Revenue Surplus Fund			555,000	218,146		
om LTC Project Specific Reserve Fund			50,000	77,500		
eficit)			-	-		
	From:					
	LTC Specific Reserve Fund		50,000	77,500		
	GRSF		555,000	218,146		
	Total surplus draw		605,000	295,646	(309,354)	

ISLANDS TRUST
2019/20 FINANCIAL PLAN
ASSUMPTIONS AND PRINCIPLES
 December 2018

PROCESS:

Each line of the Detailed Budget is reviewed by the responsible manager, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives). Planning staff review project needs with Local Trust Committees and identify top priorities. The Trust Conservancy Board requests budget changes to support the goals in its Regional Conservation Plan. Directors review their respective Committee work programs to ensure work plan activities are appropriately funded. The Director of Administrative Services reviews the detailed spending and projects costs on behalf of the organization with respect to completeness and accuracy and compiles the Detailed Budget for the year. The overall Detailed Budget is reviewed by Islands Trust Management Team prior to being submitted to the Financial Planning Committee for review and consideration. A first draft of the budget is forwarded to Trust Council in December of each year, or in the case of election years, the following January.

	ITEM	ASSUMPTION/PRINCIPLE	STATUS
1	Inflation	Where applicable, estimated general growth in expenditures will be based on the Consumer Price Index (CPI) for Victoria, as reported by Statistics Canada.	The proposed Detailed Budget for 2019/20 presented to Trust Council in January 2019 will reflect estimated growth in CPI based on the Victoria CPI as reported by Statistics Canada.
2	Non-market Growth in Property Taxes	The property tax base within the Islands Trust Area will grow by 1.0% due to new development activity. The Islands Trust uses a report from BC Assessment on non-market growth for the Southern Gulf Islands and Salt Spring Island to estimate the non-market growth for the Islands Trust Area as a whole, since the assessment value of this area represents approximately 65% of the total for the Islands Trust Area.	BC Assessment will provide the report on non-market growth for the Southern Gulf Islands in December 2018. Once received, data in the report will be used to adjust assumptions about non-market growth. At present, the assumption remains as it was in the previous fiscal at 1.0%.
3	Alternate	Islands Trust monitors grant programs to seek	The Grants Administrator position is a 0.4 FTE

	Funding Through Grants	opportunities to obtain funding to cover the expenses of their program items. Funding of programs by grants reduces the requirement for funding through other sources of revenue. The annual budget includes an estimated amount of contingent grant revenue, to allow for revenue not yet identified. This amount is offset by an equal expense budget for contingent grant expenses. The result is no net effect on the bottom line.	and is focused on LTC project grants only. The current draft of the budget includes an amount of \$25,000 for contingent grant revenue and offsetting expense, which is a 50% reduction from prior years.
4	Staffing Levels	In most cases, current staffing levels are appropriate to carry out the existing level of services and functions provided by the Islands Trust. Decreased staffing levels would result in a reduced level of services or functions. New functions or services may require either additional staffing or the deletion of some existing functions or service levels.	The temporary Senior Freshwater Specialist position concludes at the end of the current fiscal period. Management will be recommending that this position be extended another year. This item is included in the draft budget. The temporary Intergovernmental Policy Advisor contract has concluded. Management is recommending that this position be made a permanent staff position beginning in fiscal 2019/20 and has included this item in the draft budget. Islands Trust Conservancy is requesting a new staff position "Covenant Monitoring and Outreach Specialist". The SSI Planning team is requesting to remove a planner 2 position and add a higher level island planner position. The Southern Planning team is requesting to remove a planner 1 position and add a higher level planner 2 position. LPS is requesting funding for a co-op student for the summer months.
5	Staffing Costs	In accordance with the <i>Islands Trust Act</i>, staff members at the Islands Trust are appointed subject to the <i>Public Services Act</i> and the <i>Public Service Labour Relations Act</i>. Unionized staff members at the Islands Trust are members of the BCGEU. Their compensation and benefits are subject to union contracts negotiated between the Public Services Agency and BCGEU.	The BCGEU agreement for the period of April 1, 2019 – March 31, 2022 has been ratified and includes a general wage increase of 2% for all BCGEU staff members. BCGEU employees are also eligible for "step" increases as they progress in their positions. A review of eligibility will be undertaken and estimates will be provided within the budget.

		Excluded (non-union) management staff members are also subject to the <i>Public Service Act</i>. They are compensated according to a salary grid approved by the Executive Committee and consistent with the Public Service Agency Policy on Salary Administration for Management Employees. Benefits and related costs are also by the Public Service Agency for all staff members.	Salaries budget for excluded staff will be determined based on current actuals plus any potential performance-based increases. Historical annual increase maximums have been 2%, as directed by the PSA. It is anticipated this will remain the maximum for fiscal 2019/20. The benefit rate charged to us by the PSA is expected to increase due to the new MSP payroll tax coming into effect on January 1, 2019. At present, the new rate from PSA has not yet been received.
6	Trustee Remuneration	Trust Council's Policy 7.2 <i>Trustee Remuneration</i> defines the process for determining the remuneration received by Trustees. As per Section C.2, remuneration is calculated based on four factors. The defined annual compensation amounts and the methodology for making adjustments are incorporated into a Trust Council Remuneration Bylaw. Section C.4 provides for increases based on the receipt of updated census information (population and folios). Section C.5 provides for adjustment of defined compensation amounts on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by Statistics Canada in December of any given year.	At September 2018 TC, Policy 7.2 was amended to include remuneration for trustees serving on Council committees (LTC, TPC, FPC). This is included in the draft budget at an amount of \$14,000. The most recent information available is the 2016 Census which remains the case for the current year. In December, Stats Canada will release the Victoria CPI which will be used in the calculation of Trustee Remuneration.
7	Office Facilities	The Islands Trust maintains office facilities for staff in Victoria, and on Salt Spring and Gabriola islands. The Islands Trust will continue to lease office space for trustees on Denman, Galiano and North Pender, subject to trustee needs, and subject to Policy 7.4.4 (On-Island Trustee Offices). No increase in space requirements is anticipated at this time. A decrease in space requirements at the Victoria office may be realised upon completion of the office renovation project.	Victoria office renovation is expected to be complete by next fiscal. No funds are expected to be requested in the 2019/20 budget for this project. No increase in space requirements is anticipated. A decrease in space requirements at the Victoria office may be realised upon completion of the office renovation.

8	Reserves and Surplus	Trust Council's policy 6.5.1, section D.6, recommends a minimum level of General Revenue Surplus as <i>"three months of expenses net of three months of revenue, excluding revenue from property taxes or the provincial grant"</i>. The Islands Trust receives annual property tax funds in July/August of each year.	At the end of the current fiscal period, a determination will be made as to the value of funds to transfer from the GRSF to the Specific Reserve Fund for LTC projects. The value will be determined based on how much is left in the LTC Specific Reserve Fund at the end of the fiscal year, and how much is expected to be needed in fiscal 2019/20 to fund LTC project work. The expected GRSF balance under the current draft budget is \$1.9M, which is approximately 103% of the recommended balance per Policy.
9	Provincial Funding	The Provincial Government provides annual funding grants to the Islands Trust, consistent with funding levels provided to other small local governments	As in previous years, the 2018/20 budget will include an estimated grant amount provided by the Ministry of Municipal Affairs and Housing of \$180,000.
10	Local Planning Services	The Islands Trust Council provides sufficient funding for LTCs to carry out their primary function, which is land-use planning, and regulatory activities within their local trust area, as permitted by the <i>Islands Trust Act</i> and consistent with Islands Trust Council Policy 5.9.1. These activities include the development of Official Community Plans and land-use regulations, and the processing of development applications and referrals from other agencies. Other activities may be undertaken where the Islands Trust Council has delegated additional powers to an LTC. LTC development application fees are intended to partially fund the costs of development application processing. Local Planning Services' Planner positions are fully staffed to the levels approved by the Islands Trust Council following the 2007 Local Planning Services Review. The budget process may propose new or modified positions. Local Planning Services' Bylaw Enforcement positions are fully staffed to the levels approved by the Islands Trust Council following the 2008 Bylaw Enforcement Function Review. The budget process may propose new or modified positions.	All Local Planning Services positions will be fully staffed, with some minor fluctuations due to normal levels of turnover, leaves and workload variations. An LPS Review is being undertaken by staff and the CAO. This review could result in a change to how LPS services are delivered, which may result in changes to required staffing levels. It is anticipated that service levels will increase as a result of the changes being proposed, even with current staffing levels. It is not expected that this review will conclude in time for implementation in the 2019/20 budget cycle and consequently no impact from this review is reflected in the current draft budget.

		OCP and LTCs project budgets over the long-term will be distributed between LTCs based on their relative percentage of assessed value, per the resource allocation model.	
11	Planner Resource Allocation	The current work program system which allocates planner time to LTCs may change pending completion of the LPS review. Resources will continue to be fairly evenly distributed between the three planning regions (North, South, Salt Spring)	The LPS review contemplates changes to the way planner time is allocated across the LTCs. It is not expected that this review will conclude in time for implementation in the 2019/20 budget cycle and consequently no impact from this review is reflected in the current draft budget.
12	Strategic Plan Projects Budget	The Strategic Plan provides a framework to guide the overall direction of activities for the Islands Trust, to focus finite resources, and to achieve efficiencies where there are common LTC projects. Trust Council adopted the current Strategic Plan in September 2015. Estimated budget implications related to these strategies will be reviewed in the fall of 2018 for inclusion in the first draft of the 2019/20 budget.	A new Strategic Plan will be adopted by the new Trust Council near the end of the current fiscal period. At that time, funded strategic priorities and projects for the 2019/20 fiscal period will be included in the draft budget. Current Strategic items included in the budget draft: - Policy Statement Review \$30,000 - Islands Trust Act Amendment \$15,000 - Website renewal \$115,000 - LPC programs funding \$25,000 - TPC programs funding \$25,000
13	Special Property Tax Levies	LTCs have the option of requesting Special Tax Requisition to raise funds for land use planning activities (or activities related to delegated powers) within their Local Trust Area that were not approved within the general Trust Council budget (see Trust Council Policy 6.3.2).	The Salt Spring Island LTC is requesting a special property tax requisition for up to \$98,500 from the Salt Spring Island Local Trust Area in the 2019/2020 fiscal year, subject to Trust Council Policy 6.3.ii, in order to fund coordination of watershed management on Salt Spring Island, using the powers delegated to the Salt Spring Island Local Trust Committee by Trust Council Bylaw No. 154. No other Special Property Tax Levies have been brought to the attention of staff.

BRIEFING

To:	Trust Council	For the Meeting of:	January 16, 2016
From:	Financial Planning Committee	Date Prepared:	November 30, 2018
SUBJECT:	Draft 2019/20 Budget Overview		

PURPOSE:

To review the draft 2019/20 budget and related documents with Trust Council, to facilitate discussion and receive recommendations on changes if needed or desired.

BACKGROUND:

The draft 2019/20 budget is based on:

- The Budget Assumptions and Principles document reviewed by Financial Planning Committee (FPC) at their August and November meetings, and presented to Trust Council at their November meeting.
- The Timelines for 2019/20 Budget Process reviewed by Financial Planning Committee at their August meeting.
- The Islands Trust Strategic Plan 2015-2019 adopted by Trust Council in the previous term.
- Budget funding requests brought forward by senior management that have been recommended by FPC for inclusion in the budget.

To date, the following stakeholder groups have provided input into the draft 2019/20 budget:

Stakeholder Group	Responsibilities	Actions
Financial Planning Committee	- Develop and recommend the annual budget to Trust Council. - Review all budget funding requests. - Recommend the appropriate balance to be maintained in the General Revenue Surplus Fund. - Review and approve current year financial reporting to Trust Council. - Present the budget to Trust Council and provide guidance into the decision-making process.	August – Budget Assumptions and Principles reviewed. November – First Draft of budget reviewed. December – Revised Budget Draft reviewed.
Local Trust Committees	Consider the provisions of Policy 6.3.ii <i>Special Property Tax Requisitions</i> that permits an individual Local Trust Committee to request a special property tax requisition for additional operations that are not included within the general operations of all local trust committees.	A request from the Salt Spring Island LTC has been made to continue funding for the SSIWPA project up to \$98,500.

Trust Area Municipalities	As per <i>Policy 7.2.vi Municipal Tax Requisition Calculation</i> , all documents used to estimate the municipal tax requisition will be forwarded to the Treasurer of an island municipality for review by December 31 with a request that the island municipality Treasurer submit any concerns about the accuracy and completeness of the municipal tax requisition by February 28 of the following year.	No action to date. Bowen Island Municipality (BIM) Finance staff will be consulted per <i>Policy 7.2.vi Municipal Tax Requisition Calculation</i> by December 31 to confirm the calculation.
Trust Fund Conservancy	- Discuss budget requests and work programs with Trust Area Services staff. - Endorse all budget requests for the Trust Conservancy's Board and Program operations.	The ITC Board has submitted a funding request for the new Covenant Monitoring and Outreach Specialist position. The Director, Trust Area Services has submitted this funding request to FPC along with proposed increases to the Board's meeting and training budgets.
Management Staff	- Coordinate the review of budget requirements for their respective departments in order to meet current Trust Council objectives and service levels. - Look for opportunities to incorporate efficiencies and savings in the Organization.	Managers have reviewed their individual budget areas and work programs and submitted budget requests where needed. The Management Team has reviewed the draft budget and provided preliminary estimates of Strategic Plan project funding.

Public Consultation:

In order to meet Trust Council's continued commitment to transparency and dialogue with the community, a public consultation on the 2019/20 draft budget will be undertaken in February 2019.

Role of Trust Council:

The role of the Trust Council at its January 2019 meeting is to review the recommended draft 2019/20 budget and to discuss the revenue, expenses and the General Revenue Surplus Fund in detail before the Financial Planning Committee develops a draft budget for public consultation.

At its March 2019 meeting, Trust Council will approve the annual budget and financial plan, after considering the public input received and the recommendations of the Financial Planning Committee. Formal resolutions to direct the preparation of a budget bylaw will be made and the budget bylaw will be presented for consideration during the Trust Council regular business meeting.

Draft Budget Highlights:

Highlights of the Proposed 2019/20 Budget include:

- A 33% increase in Fees and Sales from previous budget due to continued increased volumes of development applications and anticipated cannabis applications.
- A 2.0% projected tax increase overall for the Islands Trust Area (excluding Bowen Island Municipality).
- An expected 1.0% increase in property taxes due to new construction in the Trust area.
- A 13.2% increase in Bowen Island Municipal tax levy.
- An overall decrease in total expenditures of 3%, or approximately \$244,000 from the 2018/19 budget.
- A Special Property Tax Requisition of \$98,500 from the Salt Spring Island Local Trust Committee related to the delegated authority to coordinate watershed management through the Salt Spring Island Watershed Protection Authority (SSIWPA).
- A decrease of \$25,000 in grant income to bring the budget more in line with actual grant activity.
- A transfer of funds from the General Revenue Surplus Fund of \$174,000 resulting in a projected General Revenue Surplus Fund Balance of \$1.86 million at March 31, 2020, 101% of the recommended balance per Trust Council policy.
- The assumption that existing service levels from 2018/19 will be maintained.
- Provincial Grant revenues remain at previous year levels of \$180,000 based on Regional District funding proposal.
- Where appropriate, inflation has been included in expense items at an estimated 2.0%.
- A 2.0% wage increase for all union staff per the BCGEU Collective Agreement.
- A maximum 2.0% increase for excluded staff, per expected direction from the Public Sector Agency.
- A 2.0% increase to Trustee remuneration as per the *Policy 7.2.1 Trustee Remuneration* and anticipated CPI increase for 2018 (to be verified by Stats Canada in December).
- A \$14,000 increase in Trustee remuneration for meeting attendance.
- An approximate increase of 1.95% in salaries and benefits (over and above the 2.0% general wage increase) related to the MSP payroll tax.
- Planned spending of that will, or may involve elements of Climate Action work include the following, (for a total of \$1,101,721, or 14% of the total draft budget):
 - Local Planning Committee(LPC) Project Funds \$ 25,000
 - Trust Programs Committee (TPC) Project Funds \$ 25,000
 - Freshwater Specialist \$ 106,158
 - LTC Projects \$ 75,000
 - Islands Trust Conservancy \$ 870,563
- Funding requests (business cases attached) include:
 - A request to carry forward unspent funds of \$30,000 related to the Policy Statement Review project.
 - A request to allocate \$15,000 to potential community engagement on the Islands Trust Act amendments.
 - A request for \$115,000 for an Islands Trust website renewal.
 - A request for \$25,000 each for Trust Programs Committee and Local Planning Committee to facilitate the undertaking of strategic projects in the year.
 - A request for \$14,500 for digital photo management software to better manage and use digital photos records.
 - A request for \$5,500 for the Electronic Document Management (EDM) project wrap-up.
 - A request to extend the Freshwater Specialist staff position for another year.
 - A request from the Islands Trust Conservancy for a new staff position, Covenant Monitoring and Outreach Specialist.
 - A request to add a Planner 2 position to the Southern Office planning team, and remove the lower level Planner 1 position permanently.

- A request to add an Island Planner position to the SSI Office planning team, and remove the lower level Planner 2 position permanently.
- A request to create a permanent staff position, Senior Intergovernmental Policy Advisor, to facilitate First Nations relations work.
- A request of \$15,000 to fund a summer co-op student for Local Planning Services.

ATTACHMENT(S):

- 1. Draft 2019/20 Budget Detail**
- 2. Draft 2019/20 Budget Funding Requests Summary**
- 3. Individual 2019/20 Budget Funding Requests Business Cases**

FOLLOW-UP:

Trust Council will review the draft budget documents and provide direction on changes if needed and/or desired.

Prepared By: Julia Mobbs, Director, Administrative Services
Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer

ISLANDS TRUST							
2019/20 Budget Draft1, V2							
		2017/18 ACTUALS	2018/19 Budget	2018/19 Forecast	2019/20 BUDGET	<i>\$ Increase (Decrease) from Prior Year Budget</i>	<i>% Increase (Decrease) from Prior Year Budget</i>
	Revenue						
	Fees & Sales	139,199	120,000	140,000	160,000	40,000	
	Provincial Grant	180,000	180,000	180,000	180,000	-	
	Property Tax Levy - General	6,312,332	6,438,578	6,438,579	6,631,735	193,157	
	Tax growth through new construction	-	63,123	63,123	65,017	1,894	
	Property Tax Levy - Bowen	242,680	293,933	293,933	332,658	38,725	
	Special LTC Tax Requisition - SSIWPA	98,500	98,500	98,500	98,500	-	
	Interest Income	71,295	60,000	65,000	65,000	5,000	
	Other income	16,795	152,000	152,000	-	(152,000)	
	Grant income - projects	-	50,000	12,500	25,000	(25,000)	
	Total Revenue	7,060,801	7,456,134	7,443,635	7,557,910	101,776	1%
	Expenses						
	Amortization	92,719	65,000	65,000	75,000	10,000	
	Applications sponsored by Exec Committee	(5,312)	5,000	6,000	5,000	-	
	History and Heritage Funding Grants-in-Aid	-	5,000	5,000	5,000	-	
	Audit	20,000	19,000	19,000	20,000	1,000	
	Bank Charges & Interest	2,553	5,000	4,000	4,000	(1,000)	
	Board of Variance	-	1,500	1,000	500	(1,000)	
	Carbon Offset Purchases	(2,678)	1,500	1,500	500	(1,000)	
	Communications	31,292	28,000	29,500	35,000	7,000	
	Information Systems	185,688	196,000	210,000	196,330	330	
	Contingency	2,466	17,500	17,500	14,000	(3,500)	
	Contract Services	294,396	97,000	117,785	79,000	(18,000)	
	Elections	-	130,000	130,000	7,000	(123,000)	
	Insurance	106,422	106,382	106,382	106,382	-	
	Islands Trust Conservancy Administration	112,263	103,000	98,500	107,250	4,250	
	Land Title Registrations	3,546	3,000	3,000	3,000	-	
	Legal	187,189	180,000	205,000	175,004	(4,996)	
	Local Trust Committee	84,857	102,300	87,800	90,000	(12,300)	
	Meeting Expense	129,426	162,000	161,000	125,200	(36,800)	
	Memberships	14,208	16,000	12,000	15,100	(900)	
	Notices - Statutory & Non-Statutory	24,789	18,000	22,000	25,000	7,000	
	Office	488,593	496,150	490,650	497,517	1,367	
	Recruitment	8,801	5,000	8,000	8,000	3,000	
	Safety	6,096	5,000	1,000	5,000	-	
	Salaries & Benefits	4,251,795	4,619,495	4,396,838	4,947,553	328,058	
	Telephone	42,462	38,550	42,600	37,800	(750)	
	Training	111,166	147,350	118,524	122,650	(24,700)	
	Travel	108,337	101,205	86,000	96,490	(4,715)	
	Trustee Remuneration	547,686	544,702	544,702	579,735	35,032	
	Operating Budget Subtotal	6,848,759	7,218,634	6,990,281	7,383,011	164,376	2%
	Computer	34,964	171,000	180,000	60,900	(110,100)	
	Office - Equipment & Furniture	7,730	15,000	15,000	10,000	(5,000)	
	Office - Renovations	3,553	282,000	282,000	-	(282,000)	
	Capital Subtotal	46,247	468,000	477,000	70,900	(397,100)	-85%
	PROJECTS						
	Project - Funded by Grants	-	50,000	-	25,000	(25,000)	
	Project - C2C First Nations	4,176				-	
	Project - Funded by Special requisition	91,524	98,500	97,500	98,500	-	
	Strategic Plan objectives	82,754	241,000	166,000	210,000	(31,000)	
	Operational	-	-	-	19,500	19,500	
	LTC Projects	58,406	50,000	77,500	75,000	25,000	
	Projects Total	236,859	439,500	341,000	428,000	(11,500)	-3%
	Total Expenditures	7,131,865	8,126,134	7,808,281	7,881,911	(244,224)	-3%
	Net Surplus (Shortfall)	(71,064)	(670,000)	(364,646)	(324,000)		
	Add non-cash Item - amortization	92,719	65,000	64,999	75,000		
	Transfer from LTC Specific Fund	-	50,000	-	75,000		
	Transfer from GR Surplus Fund	-	555,000	231,028	174,000		
	Surplus (deficit)	21,655	0	(68,619)	(0)		

	Islands Trust		TOTAL PAGE =	535,292
	Budget Requests Summary		<i>less Temp staff</i>	(187,227)
	Fiscal Year: 2019/20		<i>less Perm staff</i>	(118,565)
	Version: Draft 1, V2		<i>Projects</i>	229,500
	CATEGORY	PROJECT DESCRIPTION		AMOUNT
	STRATEGIC PLAN	Policy Statement Review (CFWD Funds)		30,000
		Islands Trust Act amendment		15,000
		Website Renewal		115,000
		Local Planning Committee (LPC) Project Funds		25,000
		Trust Programs Committee (TPC) Project Funds		25,000
		Total Strategic Plan Projects		210,000
	OPERATIONAL	<u>Photo Management</u>		
		ClipArt Software Purchase + Annual Support Fee	8,500	
		ClipArt Installation	1,000	
		Organise and Cull Photo Records (contractor)	4,500	14,000
		<u>Electronic Data Management (EDM)</u>		
		Consulting Support for EDM Clean-up/Wrap-up	5,500	5,500
		Total Operational Projects		19,500
	STAFFING (Temporary)	<u>Freshwater Specialist</u>		
		Salary	74,389	
		Benefits	18,597	
		Travel	7,600	
		Mobile Phone	650	
		Computer - Laptop (already purchased)	-	
		Training	1,900	103,136
		<u>Covenant Monitoring and Outreach Specialist</u>		
		Salary	55,156	
		Benefits	13,789	
		Travel	10,996	
		Mobile Phone	650	
		Computer - Laptop	2,750	
		Training	750	84,091
		Total New Staff (T) Costs		187,227
	STAFFING (Permanent)	<u>Planner 2 (Southern Office)</u>		
		Remove Planner 1 position	(65,683)	
		Add Planner 2 position	72,830	
		Benefits change	1,787	8,934
		<u>Island Planner (SSI Office)</u>		
		Remove Planner 2 position	(72,830)	
		Add Island Planner position	79,561	
		Benefits change	1,683	8,413
		<u>Senior Intergovernmental Policy Advisor (SIPA)</u>		
		Salary	62,307.37	
		Benefits	15,452.23	
		Travel	6,333.33	
		Mobile Phone	541.67	
		Computer - Laptop (already purchased)	-	
		Training	1,583.33	86,218
		LPS Co-op Student	15,000	15,000
		Total New Staff (P) Costs		118,565

SHORT-FORM BUSINESS CASE

Budget Requests >\$5000

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	Budget Source: ☐ Equipment ☐ Staff ☒ Other – please describe Project Funding Amount: \$30,000 <i>NOTE: This is an ongoing project that is forecast to be underspent in 2018/19 by \$30,000</i>
Business Area: Trust Area Services	
Name of Request <i>Policy Statement Amendment Project</i>	
Date initiated: 2018/09/28	Date required: April 1, 2019
1. BACKGROUND (<i>A brief description of the current situation.</i>) The Islands Trust Council has assigned the Executive Committee; with involvement from Trust Programs Committee as appropriate, to coordinate a review of the Introduction, Part I, Part II and Schedule 1 – Definitions sections of the Policy Statement. The 2018/2019 budget funds will be used to complete the amendment process, including: continued First Nations' meetings, administration of referrals to 80+ agencies/First Nations, correspondence management and legal review.	
2. PROBLEM STATEMENT/OBJECTIVES (<i>What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?</i>) The objectives are: • Improved awareness of Islands Trust • Updated preamble and definitions • Improved acknowledgement of First Nations history and interests • Improved relationship with First Nations • Re-familiarize all parties with amendment processes • Inform workload and budget estimates to Part III of the Policy Statement	

3. PROJECTED RESULTS/DELIVERABLES *(How does this address the objectives described above?)*

In scope:

- First Nations engagement
- Public engagement
- Drafting/legal review
- Referral process

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

- Not proceed at this time or postpone until future fiscal year.
- Proceed in 2019/2020 with a scaled down or scaled up scope.

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

Policy Statement amendment process that addresses Part 1, Part II and the Definitions is completed, informed by input from First Nations, community members and referral agencies.

This project risks are outlined in the engagement plan in detail and include: lack of First Nations capacity to participate, too few/too many First Nations want to participate, First Nations may wish to establish protocol agreements before initiating dialogue on the project, lack of Islands Trust capacity, divergence of First Nations and public focus for amendments, the First Nations engagement costs more than available in project budget, and/or referral agencies do not understand the purpose of referral.

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

This is a significant undertaking and all communications will be approved through Executive Committee and/or the Chief Administrative Officer. Any changes to the approved Engagement Plan would be approved by the Executive Committee and/or Trust Programs Committee.

7. BENEFIT/COST ANALYSIS SUMMARY *(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years?)*

The cost of the total project is \$48,000. This includes First Nations engagement, video production, 13 island workshops, online forum, high school event, legal review, display and handouts, advertising and mailings. Benefits are as stated as above. Staff anticipate spending \$18,000 in 2018/19, primarily on First Nations engagement and communications materials.

By limiting the review/ amendment process to the preamble and definitions sections, Trust Council provides an opportunity to update sections of the document while promoting better understanding of the Islands Trust and an opportunity for all parties in the amendment process (Islands Trust staff, provincial staff, First Nations, referral agencies and the public) to familiarize themselves with the Policy Statement and amendment processes. In addition to resulting in updates to a portion of the Policy Statement, this process is intended to prepare all parties for the more complex engagement required to amend the commitment, recommendation and directive policies of Trust Council in Part Three of the Policy Statement.

8. RECOMMENDED DECISION *(Clearly outline the decision being sought and why this particular decision is being recommended)*

Approve program budget request and scope as identified.

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

All purchasing processes will follow organizational policies. At this time, staff

Clare Frater

Initiator

September 29, 2018

Date

Julia Mobbs

Director

October 23, 2018

Date

Russ Hotsenpiller

CAO

October 23, 2018

Date

REVIEWED BY MANAGEMENT TEAM:

Date received: October 23, 2018

Approved: ☒ Yes ☐ No

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.
- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

SHORT-FORM BUSINESS CASE Budget Requests

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: R Hotsenpiller	Budget Source: ☐ Equipment ☒ <u>Staff</u> ☐ Other – please describe
Business Area: Executive	
Name of Request (<i>identify the problem, opportunity or need</i>): To allocate \$15,000 for public engagement associated with the Trust Council supported initiative to amend the Islands Trust Act.	
w Date initiated: November 18, 2018	Date required: Fiscal 2019/20
1. BACKGROUND In 2016 Trust Council directed that a process of legislative change to the <i>Islands Trust Act</i> be undertaken. A draft list of changes was approved for presentation to the Minister by Trust Council at the September 2018 TC meeting on Keats Island. The formal request to the Minister is pending, however it is presumed that the Minister will instruct Ministry staff to vet the requested changes to the Act and work with the Islands Trust on viable options.	
2. PROBLEM STATEMENT/OBJECTIVES The type and frequency of public engagement related to this project is undetermined until discussion with the Ministry has occurred. It is expected that there may be an extensive public input engagement in order to successfully amend the legislation. Also, the Islands Trust is engaged on a separate but related project - to review the Islands Trust Policy Statement. This too will have a significant public outreach and engagement component and it is recommended that these two processes are combined in order to provide a coherent and relevant discussion in community. Accordingly, these funds are intended to augment the \$48,000 of public engagement funding for the Policy Statement project.	
3. PROJECTED RESULTS/DELIVERABLES A successful public engagement process to be conducted once discussion with the Ministry of Municipal Affairs and Housing has reviewed requested changes by the Islands Trust.	
4. ALTERNATIVES CONSIDERED N/A	

5. CRITICAL SUCCESS FACTORS • It is undetermined whether there is significant support for legislative change at the provincial level. • It is undetermined what specific changes have provincial support • It is undetermined the type and amount of public engagement the Province would require with regard to Legislative change. • First Nations engagement on this matter will be combined with the Policy Statement project. • That Trust Council is supportive of a public engagement process. • That the Islands Trust provides a comprehensive community process that includes explanatory information about the Trust, the mandate and its vision for the future.
6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION • First Nations communities within the Trust Area have been informed that Trust Council is contemplating amendments to the Islands Trust Act. • Some members of the Islands Trust community are aware of this work but it has not been the focus of a direct public education process.
7. BENEFIT/COST ANALYSIS SUMMARY The benefits of engaging on scaled and appropriate engagement on legislative change is an important factor in the success of this project.
8. RECOMMENDED DECISION It is recommended that Trust Council allocate \$15,000 towards a public engagement process associated with any potential amendments to the Islands Trust Act.
9. PURCHASING PROCEDURE To be determined.

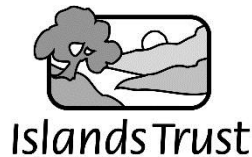
Russ Hotsenpiller
Initiator

October 23, 2018
Date

Julia Mobbs
Director

October 23, 2018
Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 23, 2018	Approved: ☒ Yes ☐ No
Next steps: • Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount. • Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.	



SHORT-FORM BUSINESS CASE

Budget Requests >\$5000

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	Budget Source: ☐ Equipment ☒ Staff Project Funding Amount: \$115,000 ☐ Other – please describe
Business Area: Trust Area Services	
w Name of Request: Renewal of websites	
Date initiated: September 26, 2018	Date required: April 1, 2019

1. BACKGROUND *(A brief description of the current situation.)*

The Islands Trust currently operates three inter-related websites: the [Islands Trust](#) (last refreshed 2013); the [Islands Trust Conservancy](#) (last refreshed 2012); and [Map Islands Trust \(MapIT\)](#) (last refreshed 2014). All are managed using the Umbraco content management system and are hosted locally. The Islands Trust and Islands Trust Conservancy websites are not optimized for personal devices such as cell phones and tablets, although more than 50% of users now access the site through mobile-based devices. Front desk and planning staff advise that they hear frequently that the Islands Trust site is difficult to navigate.

In 2015, the Islands Trust Council established, through its Strategic Plan, the goal of improving community and agency understanding and support of the islands Trust. As the website is often the primary means by which our constituents and partners access information about the Islands Trust, an effective website is essential to meeting this priority.

In August, 2018, the Islands Trust posted a Request For Information (RFI) to solicit industry input relating to time, cost, and process for the provision of technical services to redevelop, redesign and implement a new website. The input received informed this business case and the project plan. In November 2018, staff will post a Request for Proposals (RFP) for the provision of discovery phase of site development (determination of website governance, audience, content, and technology). By March 2019, staff will complete the discovery phase and the design and development of a RFP for the provision of technical services to redesign, redevelop, and implement new website.

2. PROBLEM STATEMENT/OBJECTIVES *(What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?)*

The main Islands Trust website is neither user nor operator friendly. It has a dated, hard-to-navigate interface that hampers effective sharing of the information and content constituents and partners seek from us. In addition, the website is not optimized for personal devices, the design is out of step with best practices for fostering civic engagement, and the site conveys a poor message about the organization in terms of both accessibility and relevance.

Over the years, staff and trustees have received significant feedback from both internal and external users who have cited specific concerns regarding almost all aspects of the site, including: design; search ability; information architecture; functionality; user experience; and content.

The Conservancy website, although visually more up-to-date, is also not optimized for personal devices and is currently unable to accept donations. The MapIT is site-optimized for mobile use, but the look needs to be updated and also brought more in-line with the main and Conservancy websites.

3. OBJECTED RESULTS/DELIVERABLES *(How does this address the objectives described above?)*

The website design project will result in three websites redesigned to provide visitors with a consistent, comprehensive and user-friendly online experience – one where content is informative, relevant, easy to find, quick to load, presented in a visually appealing way and viewable on any type of computer, tablet or mobile device. Further, the websites will be secure, easy to administrate / update (open-source content management system (“CMS”) is preferred) and flexible enough to be able to grow and adapt to meet the changing needs of the community and Islands Trust. Intangible results may include improved public and partner understanding of the Islands Trust.

By April 2019, staff will post a RFP for the provision of technical services to redesign, redevelop, and implement new website with a launch date for the new websites of January 2020.

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

Update Current Websites

An update represents a systematic overhaul of the existing website content while leaving the majority of the underlying architecture in place, except where essential fixes, such as site-optimization, are required. This process would require significant staff time to manage, review and, on an order not dissimilar to a full website rebuild but at a lower cost. In 2017, staff piloted optimization of specific pages in an effort to make mobile device compliant, however the process proved cost prohibitive and ultimately an exercise in futility. While an update would improve the overall look of the website it would leave major, systemic problems in place and not improve the overall user experience. It is reasonable to assume that a website update would simply delay a full rebuild and cost the Islands Trust more money in the long run.

Do Nothing - Maintain Current Websites

Given that the current websites are not mobile device compatible, difficult to navigate, and dated in look and function they will continue to frustrate and alienate users.

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

Adequate Funding - Industry input (August 2018 RFI) project costs estimates for local government website rebuilds range from \$100,000 to \$250,000. Staff have also sought project cost comparisons with similarly sized local governments and anticipate the lower end of this range.

Adequate Staff Resources - Input and time commitments from all levels of staff will be required to make the project a success.

Project Support – Project commitment of trustees, management and staff.

Project Management – Dedicated staff or contractor tasked with maintaining a calendar of tasks and activities while keeping the project scope on target and within budget.

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

A project charter, complete with identified stakeholders, scope and risks has been developed. All projects have associated risks, such as potential cost overruns and scope creep. Staff intend to mitigate these risks through the application of a dedicated project manager.

7. BENEFIT/COST ANALYSIS SUMMARY *(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years?)*

Operational and Service Delivery Requirement

An effective website, that centres on the needs of the constituents first, is now the cost of “doing business” in the local government sector. In addition, websites need to be periodically updated and refreshed and we are now at that point in the cycle for the Islands Trust website.

Long Term Supportability and Costs

A website that coherently tells the story of the organization with clear pathways to content, has a greater chance long term supportability and shelf life. The longer a website serves the operational and service delivery needs of the organization the lower the cost. One of the goals for this project is to deliver a website with effective information and site architecture that will last for years ahead so that instead of having to rebuild in the future we can simply refresh the content to match current needs / demands. The new website will have architecture that has the potential to facilitate periodic updates as opposed to larger cost rebuilds.

The preliminary/estimated project budget is outlined below.

Item	Details	Fiscal 18/19	Fiscal 19/20
Website/Communication Needs Discovery	Consulting Services	\$15,000	
Project Management	Consulting Services		\$15,000
Website Design and Development	Consulting services		\$90,000
IT requirements	Not known at this time		\$5,000

<i>Project Contingency Budget</i>			<i>\$5,000</i>
<i>Totals</i>		<i>\$15,000</i>	<i>\$115,000</i>

8. RECOMMENDED DECISION (*Clearly outline the decision being sought and why this particular decision is being recommended*)

Approve program budget request and scope as identified.

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

August 2018, posted RFI to solicit industry input relating to time, cost, and process for the provision of technical services to redevelop, redesign and implement a new website.

By November 2018, post RFP for the provision of discovery phase of site development (determination of website governance, audience, content, and technology).

By March 2019, post RFP for the provision of technical services to redesign, redevelop, and implement new website.

Clare Frater

Initiator

September 26, 2018

Date

Julia Mobbs

Director/CAO

October 23, 2018

Date

Russ Hotsenpiller

CAO

October 23, 2018

Date

REVIEWED BY MANAGEMENT TEAM:

Date received: October 4, 2018

Approved: ☒ Yes ☐ No

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.
- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.



BRIEFING

To:	Financial Planning Committee	For the Meeting of:	November 21, 2018
From:	Local Planning Committee	Date Prepared:	October 3, 2018

PURPOSE:

To advise Financial Planning Committee of a \$25,000 budget request for 2019/20 Fiscal Year from the Local Planning Committee

BACKGROUND:

On August 23, 2018 the Trust Programs Committee passed the following motion:

That the Local Planning Committee requests that Trust Council include \$25,000 for Local Planning Committee Strategic Plan projects in the 2019-20 fiscal year budget.

ATTACHMENT(S):

No attachments

FOLLOW-UP:

Advise Local Planning Committee of Financial Planning Committee recommendations.

Prepared By: David Marlor, Director, Local Planning Services/October 3, 2018

Reviewed By/Date: Management Team, October 10, 2018



BRIEFING

To:	Financial Planning Committee	For the Meeting of:	November 21, 2018
From:	Trust Programs Committee	Date Prepared:	September 28, 2017

PURPOSE:

To advise Financial Planning Committee of a \$25,000 budget request for 2019/20 Fiscal Year from the Trust Programs Committee

BACKGROUND:

On August 20, 2018 the Trust Programs Committee passed the following motion:

That the Trust Programs Committee request that Trust Council include \$25,000 for Trust Programs Committee Strategic Plan projects in the 2019-20 fiscal year budget.

ATTACHMENT(S):

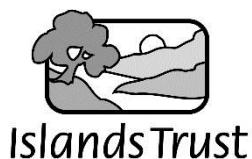
No attachments

FOLLOW-UP:

Advise Trust Programs Committee of Financial Planning Committee recommendations.

Prepared By: Clare Frater, Director, Trust Area Services/September 28, 2018

Reviewed By/Date: Management Team, October 10, 2018



SHORT-FORM BUSINESS CASE

Budget Requests >\$5000

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: Carmen Thiel	Budget Source: ☒ Equipment ☐ Staff ☐ Other – please describe
Business Area: Executive Office	
Name of Request (<i>identify the problem, opportunity or need</i>): Photo Management Software	
Date initiated: October 3, 2018	Date required: April 1, 2019
1. BACKGROUND (<i>A brief description of the current situation.</i>) The clip art folder, used by staff for Islands Trust publications, reports and other media has 119 GB in 12,063 files in 450 folders. The file formats include jpeg, mov, mpeg, avi, tif, .mp4. The body of photos is largely untagged and not sorted, therefore search and retrieval is a laborious and time consuming task.	
2. PROBLEM STATEMENT/OBJECTIVES (<i>What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed</i>)	
3. PROJECTED RESULTS/DELIVERABLES (<i>How does this address the objectives described above?</i>) As part of the ongoing Electronic Document Management project, if the photos are properly tagged, sorted and managed it will save considerable staff time currently spent researching and retrieving desired photos. It is expected that we would see a return on investment within two years in terms of staff time. If staff currently spends a total of 105 hrs./year (15 days) @ an average of \$40/hr. searching for pertinent photos in the current system the cost is approximately \$4,200/year.	
4. ALTERNATIVES CONSIDERED (<i>What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications,</i>	

resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo – ie. do nothing – and the anticipated results of that action.)

The status quo option is a barrier to the efficient use of clip art photos and videos in professional publications. The primary result of continuing with this option is wasted staff time and a body of records that is not well managed.

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

A. An in-house storage solution whereas most products in this field are cloud based only;

B. Requirements for property management photos:

1. Ability to store photos appropriately so they are ready to use for legal/court proceedings, with proof of authenticity and that they have not been tampered with:
 - Annual monitoring photos, 100s of photos each year
 - Baseline and ecological survey photos that are linked to conservation covenants and management plans
2. A naming convention that is not too tedious for naming multiple photos at a time but where essential metadata is captured.
3. Photo collection:
 - A way to take and organise photos at photos points (all directions NESW, or individual photos to capture features or trespasses)
 - A way to link the photo to a location on a map, georeferenced (connect with the collector app that is being worked on so there is a way to transfer easily from ipad or iphones or connect with new GPS units being used by Bylaw)
 - Way to easily view photos from that same location over many years so that changes over time can be determined for compliance and ecological monitoring

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

The primary stakeholders are staff from ITC and LPS, including communications staff.

7. BENEFIT/COST ANALYSIS SUMMARY *(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years?)*

Software Package cost: \$7000 + \$1500 annual for support

Installation: \$1,000 depending on how much Information Systems does so far as Meta Data definitions.

Consultant: \$ 4,500 to help organize and cull clip art photo records.

Total: \$14,000

8. RECOMMENDED DECISION *(Clearly outline the decision being sought and why this particular decision is being recommended)*

Budget \$14,000 to support and manage the efficient use of clip art and monitoring photos.

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

RFP

Carmen Thiel

Initiator

October 3, 2018

Date

Julia Mobbs

Director

October 23, 2018

Date

Russ Hotsenpiller

CAO

October 23, 2018

Date

REVIEWED BY MANAGEMENT TEAM:

Date received: October 23, 2018

Approved: ☒ Yes ☐ No

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.
- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.



SHORT-FORM BUSINESS CASE

Budget Requests >\$5000

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TO BE COMPLETED BY INITIATOR

Initiated by: Carmen Thiel	Budget Source: ☐ Equipment ☒ <u>Staff</u> ☐ Other – please describe
Business Area: Executive Office	
Name of Request (<i>identify the problem, opportunity or need</i>): Consulting support for EDM	
Date initiated: October 2018	Date required: April 1, 2019
1. BACKGROUND (<i>A brief description of the current situation.</i>) A number of clean-up projects, naming of documents and changes to work flow have been identified during the 2018/19 EDM project. As well, if the budget request for photo management software is approved, assistance will be needed to organize, cull and name photos which will be managed by the software	
2. PROBLEM STATEMENT/OBJECTIVES (<i>What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?</i>) Deleting unnecessary records (duplicates/drafts/transitory) and cleaning up/organizing the thousands of records that have been moved to a centralized SAN.	
3. PROJECTED RESULTS/DELIVERABLES (<i>How does this address the objectives described above?</i>)	
4. ALTERNATIVES CONSIDERED (<i>What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo – ie. do nothing – and the anticipated results of that action.</i>)	

5. CRITICAL SUCCESS FACTORS <i>(What related factors have been identified? What risks are involved?)</i>
6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION <i>(Are there any concerns and how will they be addressed? Have other stakeholders been identified?)</i>
7. BENEFIT/COST ANALYSIS SUMMARY <i>(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years?)</i>
8. RECOMMENDED DECISION <i>(Clearly outline the decision being sought and why this particular decision is being recommended)</i> Budget \$5,500 for a consultant to assist staff with ongoing work on EDM clean up/organization; and Budget \$ \$4500 for a consultant to help organize and cull clip art photo records. TOTAL REQUEST: \$7,500
9. PURCHASING PROCEDURE <i>(describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor)</i> Direct Award

Carmen Thiel

Initiator

October 17, 2018

Date

Julia Mobbs

Director

October 23, 2018

Date

Russ Hotsenpiller

CAO

October 23, 2018

Date

REVIEWED BY MANAGEMENT TEAM:

Date received: October 23, 2018

Approved: ☒ Yes ☐ No

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.
- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

BUSINESS CASE Budget Requests

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: David Marlor Director of Local Planning Services	Budget Source: ☐ Equipment ☒ Staff Local Planning Service Staff Budget Amount: \$101,660 ☐ Other – please describe
Operational Unit: Local Planning Services	
Name of Request Extend funding for 2019/20 Fiscal year for Freshwater Specialist	
Date initiated: September 28, 2017	Date required: April 1, 2019

1. BACKGROUND

In 2017 Trust Council approved funding for a Temporary Freshwater Specialist beginning in June 2017, and extended it one more year to March 31, 2018.

The Senior Freshwater Specialist is a leadership position providing expertise on freshwater issues related outreach, and engagement with government agencies. The Senior Freshwater Specialist provides professional advice to the elected officials for 13 local trust committees (local governments), the Islands Trust Council Executive Committee, Trust Council, the Chief Administrative Officer, Directors, Regional Planning Managers, Island Planners, and other staff on a variety of freshwater issues and initiatives.

As the freshwater expert of the Islands Trust, the position is responsible for providing expert technical advice, education, and advocacy to elected officials, planners, program managers, ministry staff, communities, and other government agencies to ensure that the Islands Trust preserve and protect mandate is upheld. The position participates in the review of applications for water resources for re-zoning applications and provides professional services on freshwater sustainability plans and exercises statutory authority under current legislation.

The primary function of this position is to develop, lead, and implement planning associated with the Islands Trust Strategic Plan priorities for freshwater management and objectives. The position functions as the Islands Trust leading technical authority as a Licensed Scientific Officer. The position directs Islands Trust staff on freshwater policy and resource requirements and initiates and facilitates partnerships with agencies, local governments and other organizations. The position leads the development of innovative freshwater management tools and technologies and supervises professional

and technical contractors and staff on a variety of freshwater initiatives and programs. The position reports to the Director of Local Planning Services.

The position has provided extensive additional value in the area of research into freshwater (groundwater and surface water) in the trust area, providing public outreach and education on freshwater issues in the Trust Area, providing a link to other provincial agencies dealing with fresh water issues in the Trust Area, undertaking review and providing advice on fresh water issues, project managing a pilot well monitoring program on Salt Spring island with a view to scaling for other islands in the future, and providing general scientific advice to staff on freshwater in planning matters.

Since July 2017 the position has undertaken the following projects:

1. Support to Salt Spring Island Watershed Management Project (SWIPPA)
2. Review of contaminated aquifer processes
3. Review of DL696 (Keats Island) hydrological assessment report
4. Review of the Hornby Island Water Plan
5. Attendance and participation at Our Groundwater and wells workshops
6. Organised and facilitated a Freshwater Forum
7. Completed three minute videos on freshwater in the Islands Trust Area.
8. Support to planners for a variety of applications
9. Working with Ministry to implement Water Sustainability Act in the Islands Trust Area
10. Well monitoring program on Salt Spring Island
11. Providing technical and scientific support to Hornby groundwater protection and conservation project
12. Providing technical and scientific support to planners for various affordable housing rezoning projects
13. Participating in the Regional District of Nanaimo Drinking Water and Watershed Protection Technical Advisory Committee
14. Liaison with the Cowichan Valley Regional District on the Regional District's new Drinking water and Watershed Protection service implementation in the Thetis Island Local Trust Area
15. Providing technical and scientific advice, and educational presentations to local trust committees and island communities generally on a variety of groundwater issues.

The Senior Freshwater Specialist has received many inquiries from island residents, trustees, community associations, and government staff that are too numerous to catalogue in this memorandum, which amount for approximately 10 – 25 % of the workload. The growing awareness in island communities that the Islands Trust has a freshwater focused staff has increased the amount of inquiries received by the Senior Freshwater Specialist.

Generally the position has been well received as adding value to the organisation, and helping the organisation improve its understanding and approach to dealing with freshwater issues. While the position has freed some planning resources by taking on project management functions for the Salt Spring well monitoring project, the benefits from the position are more in the value added by providing the scientific background and research to support planners, local trust committees and Trust Council (in relation to advocacy advice).

The Local Planning Services Review envisions a scientific position focussed on Sustainability. At present this position is not defined and could be either focussed on sustainability from Freshwater point of view (ground water and surface water research), or from an ecological point of view. Continuation of the Senior Freshwater Specialist would ensure completion of work underway, continued advice to staff and trustees on freshwater issues, and continue to provide educational presentations and materials to the general public.

2. PROBLEM STATEMENT/OBJECTIVES <i>(What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?)</i> To allow the position to continue the work being undertaken, to complete documentation and research and provide time transitional support for LPS as the revised structure is implemented over the next 18 to 24 months.
3. PROJECTED RESULTS/DELIVERABLES <i>(How does this address the objectives described above?)</i> Funding will allow us to continue the temporary Senior Freshwater Specialist position to March 31, 2019.
4. ALTERNATIVES CONSIDERED <i>(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and</i> 1. Approve funding less than requested. This would result in less hours being available and less deliverables completed over the 2019/20 Fiscal Year. 2. Not fund the position. This may result in loss of scientific expertise in freshwater, and handing off of project management of the pilot well monitoring program on Salt Spring to planning staff, or ending the program.
5. CRITICAL SUCCESS FACTORS <i>(What related factors have been identified? What risks are involved?)</i> Successful completion of the salt spring well monitoring program, with recommendations for scaling to other islands; improved resources for planners on freshwater issues; improved knowledge of freshwater for island residents; and solid basis for advocacy for freshwater issues.
6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION <i>(Are there any concerns and how will they be addressed? Have other stakeholders been identified?)</i> None. The recommended approach would result in status quo in regard to current processes.
7. BENEFIT/COST ANALYSIS SUMMARY <i>(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years?)</i> Continues to develop and provide scientific advice in relation to freshwater. No additional costs anticipated over additional funding for the position.
8. RECOMMENDED DECISION <i>(Clearly outline the decision being sought and why this particular decision is being recommended)</i> Approve the funding as requested.

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

Continuation of current position.

David Marlor, MCIP, RPP

Initiator

September 28, 2018

Date

David Marlor, MCIP, RPP

Director

September 28, 2018

Date

REVIEWED BY MANAGEMENT TEAM:

Date received: October 23, 2018

Approved: ☒ Yes ☐ No

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.
- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.



SHORT-FORM BUSINESS CASE

Budget Requests >\$5000

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: Islands Trust Conservancy Board	Budget Source: ☐ Equipment ☒ Staff Amount: \$84,090 ☐ Other – please describe
Business Area: Islands Trust Conservancy	
Name of Request Covenant Monitoring and Outreach Specialist (auxiliary (temporary), with possible continuation subject to evaluation)	
Date initiated: September 25, 2018	Date required: June 1, 2019

1. BACKGROUND (A brief description of the current situation.)

The Islands Trust Conservancy (ITC) currently protects 1,292 hectares (3,191 acres) of ecologically significant land as nature reserves or conservation covenants, and promotes land stewardship through outreach and collaboration with others. The ITC Board has recently adopted a Five Year Plan and a Regional Conservation Plan. Recognizing upcoming needs for property management the ITC Board considered a Business Solutions Options Document at its September 2018 meeting and agreed to recommend to the Islands Trust Council that the 2019-2020 budget include funding for one new auxiliary Covenant Monitoring and Outreach Specialist position and that financial planning for the 2020-2021 budget include a vision for a new fundraising position.

The ITC has 4.8 staff positions which will be increased to 5.0 in early 2019. The last staff increase was in 2009/10 to add the position of Property Management Specialist. Since the addition of the Property Management Specialist, the ITC has acquired 10 additional nature reserves (176 ha) and 21 covenants (154 ha).

The ITC currently budgets \$65,000 for property management and \$13,000 for communications. The ITC currently spends about \$30,000 on property monitoring via contract,

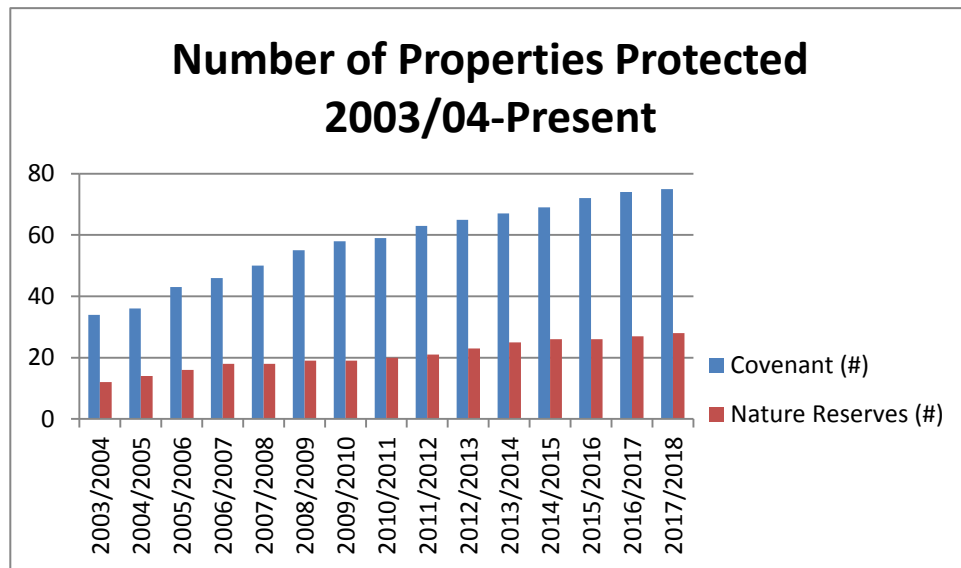


Figure 3. Number of Islands Trust Conservancy protected areas by fiscal year since 2003/2004.

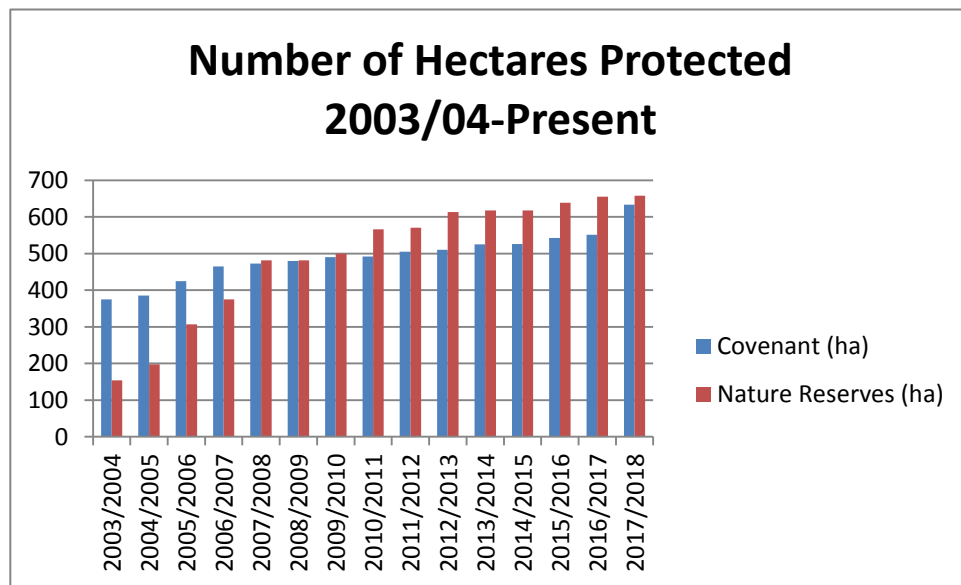


Figure 4. Hectares of Islands Trust Conservancy protected area by fiscal year since 2003/2004.

2. PROBLEM STATEMENT/OBJECTIVES *(What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?)*

The ITC currently manages 104 properties and takes on approximately three new properties each year as nature reserves or conservation covenants.

The ITC Five-year Plan and Regional Conservation Plan identify continued land securement, responsible property management, engagement with First Nations and effective communication as goals for the

ITC. The Conservancy Board has identified that it requires additional staff capacity to achieve the goals and objectives of these guiding documents. The ITC and Islands Trust commitment to First Nations engagement is expressed in both the Five-Year Plan and the ten-year Regional Conservation Plan. Land management, including responsible management of nature reserves with archaeological and cultural values, is one of the leading ways Islands Trust can promote for reconciliation..

In addition, in recent years, increasing property monitoring and management planning costs have resulted in a reduction in funding for on-the-ground property management.

3. PROJECTED RESULTS/DELIVERABLES *(How does this address the objectives described above?)*

The creation of a Covenant Monitoring and Outreach Specialist will assist the ITC in meeting its property management obligations, nurturing ongoing relationships with covenant landowners, and building and maintaining relationships with First Nations.

The new position will take on the responsibilities of covenant monitoring (approx. four-five months of effort), including trespass and breach investigation, and will support new outreach programs for the remaining five months. The existing Property Management Specialist position will be directed to focus on nature reserve management, including development of Property Management Plans, relationship building with First Nations, and more active, on-the-ground property management, including invasive species management, ecological restoration, recreation management and species surveys.

An anticipated savings of \$15,000 - \$20,000 in the property management budget from reduced reliance on contracted property monitors will be redirected in 2019/20 to assist with First Nations engagement and growing property management needs.

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

In considering current property management challenges, the ITC Board considered a Business Solutions Options Document with additional staffing options. To maintain historic property management needs in absence of a new staff position, a budget increase would be needed (Option 1, below). Increased budget would be spent on management plans, annual property monitoring cost increases and on-the-ground property management (e.g. invasive species, rare species and recreational management), but would limit First Nations engagement, revision of old management plans, archaeological/cultural site surveys and staff presence on islands. The ITC Board did not find a 'status quo' approach to be an option without significant revision of its current programs and plans. The options are described below.

1. Increasing the current property management budget

Financial implications: increase of \$22,500 to Property Management base budget

Benefits: less impact to budget; addresses anticipated increase in property monitoring and required, ongoing revisions to management plans

Weaknesses: provides limited staff presence on islands, provides minimal time for First Nations engagement

2. Adding two staff positions (Fundraising Specialist & Covenant Monitoring and Outreach Specialist)

Financial implications: Approximately \$156,600 in the first year to start two new positions in June, approximately \$181,430 in subsequent years. Note that costs for a Covenant Monitoring and Outreach Specialist are higher than for a Fundraising Specialist due to travel needs.

Benefits: Supports ITC to capitalize on name change for fundraising; more in-house property management; more on-island presence; increased First Nations engagement; dynamic/well rounded team; possible leveraging of property management costs and fundraising of acquisition costs; better maintenance of donor and landowner relationships

Weaknesses: too much change in a time of large staff changes (see below) and too much change in a short time frame; large budget request all at once, ITC fundraising strategies need further refinement to provide more guidance for a Fundraising Specialist

3. Status Quo

Financial implications: None

Benefits: No increase to budget.

Threats: ITC will be unable to manage its lands to the current standard and will need to identify areas to cut back its work. ITC will need to consider suspending new land securement in order to limit future property management needs. Suspension of land securement may impact Trust Council programs such as the Natural Area Protection Tax Exemption Program.

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

Having the new position start as soon as possible will help ensure successful property monitoring and management. Staff will develop and send the new job description for classification in 2018/19 so as to not hold up the hiring process in the 2019/20 fiscal year.

The ITC has had a consistent property monitoring contractor since 1999 but this contractor is retiring in 2019. The change will be significant for many covenant landowners and ITC partners and strong, active communication will be critical. Current covenant landowners as well as conservancy and parks agency partners will be considered stakeholders for communication purposes should the new position be implemented. Communications regarding changes in property monitoring and management will be communicated in the new year prior to property monitoring. Effective transition to a new monitor will mitigate the risk of damaging landowner and partner relationships.

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

At time of writing (October 4, 2018), the ITC is in a period of change. Currently the ITC Manager and Administrative Assistant are on temporary assignment with the Provincial Government. Existing staff members have moved into acting roles as Manager and Ecosystem Protection Specialist, leaving the Property Management Specialist position vacant. The ITC hopes to hire a Property Management Specialist by the end of 2018 and is also planning for the Acting Ecosystem Protection Specialist's six month leave, which begins at the end of February 2019. Additionally, the current property monitoring contractor, who has held the contract for almost twenty years, will be retiring in 2019.

The ITC Board considered current changes and agreed that they provided an opportunity to evaluate the current property management model and to bring property monitoring in-house on a trial basis. The Board proposed starting the Covenant Monitoring and Outreach Specialist position as an auxiliary

position with a view towards evaluating its effectiveness towards the end of 2019 to inform the 2020-2021 budget cycle. Existing staff have been consulted as stakeholders and their input has been considered. The Director of LPS was also consulted to evaluate potential efficiencies across units.

7. BENEFIT/COST ANALYSIS SUMMARY *(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years?)*

The 2019-2020 cost is estimated at \$84,090, this includes travel, training and equipment for a 10 month position. If the position is continued into 2020-2021, there will be no additional needs for equipment purchase and costs are anticipated to be approximately \$95,130 annually.

Budget Summary

Salary + Benefits	\$	68,945	Ongoing fiscal year cost will be \$82,734
Travel	\$	10,996	Ongoing fiscal year cost
Cell Phone	\$	650	Ongoing fiscal year cost
Computer – Laptop	\$	2,750	One-time expense
Computer – Desktop	\$	-	
Training	\$	750	Ongoing fiscal year cost (may decrease over time)
TOTAL COST OF NEW POSITION in 1st year	\$	84,090	

8. RECOMMENDED DECISION *(Clearly outline the decision being sought and why this particular decision is being recommended)*

Approve the funding as requested.

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

Recruitment as per Islands Trust recruitment policy.

Kate Emmings, A/Manager, ITC

Initiator

October 4, 2018

Date

Clare Frater, Director, TAS

Director/CAO

October 17, 2018

Date

REVIEWED BY MANAGEMENT TEAM:

Date received: October 23, 2018

Approved: ☒ Yes ☐ No

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.

- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.



BUSINESS CASE Budget Requests

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: Robert Kojima, RPM	Budget Source: ☐ Equipment ☒ Staff Local Planning Service Staff Budget Amount: \$8,847 ☐ Other – please describe
Operational Unit: LPS	
Name of Request: Planner 2 – Southern Team	
Date initiated: October 19, 2018	Date required: April 1, 2019

1. BACKGROUND

The request is to make the current acting Planner 2 position on the southern team permanent, and to eliminate the vacant Planner 1 position. The Southern Team currently has a permanent Planner 1 position, however for the past 2 years the incumbent has been filling the position as an Acting Planner 2. This has been in response to demand created by complex rezoning, development permits, and temporary use permit applications; along with demand for graphic design support.

The Local Planning Services review has identified a need for a full-time FTE lower than a Planner 1, to undertake routine current planning referrals for all local trust committees, which would replace the more routine work done by Planner 1 positions. Implementation of a Planning Technician would further free up this position's time to re-allocate to more complex development applications. Re-classifying the position to a permanent Planner 2 would also implement the LPS review's recommendation of moving to more specialist planners, including specialist development (or current) planners.

The position would also provide specialized graphic design applicable to all of LPS and TAS, as one of the specializations required in LPS under the new structure.

The LPS Review identifies implementation of 'developmental positions' by which experienced staff can advance from Planner 1 to Planner 2.

Finally, the LPS review identifies staff retention as an issue. Making the long-time acting position permanent would provide incentives to attract and retain qualified planning staff, and follows on the LPS review concept of moving from developmental planning positions.

Making the acting Planner 2 position permanent would implement changes proposed to LPS in the review, continue to provide support for complex applications, support senior planners to focus on community planning provide for efficiency of service delivery, and support staff development and retention.
2. PROBLEM STATEMENT/OBJECTIVES <i>(What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?)</i> Implement LPS review need for dedicated current planning specialist at a classification responsible for complex applications
3. PROJECTED RESULTS/DELIVERABLES <i>(How does this address the objectives described above?)</i> Continue to allow senior planners to focus on project work and LTC support, continue to provide graphic design support to LPS and TAS
4. ALTERNATIVES CONSIDERED <i>(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo – ie. do nothing – and the anticipated results of that action.)</i> Not approve funding – continue as Acting Planner 2
5. CRITICAL SUCCESS FACTORS <i>(What related factors have been identified? What risks are involved?)</i> None.
6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION <i>(Are there any concerns and how will they be addressed? Have other stakeholders been identified?)</i> None, incumbent has been acting Planner 2 for over 2 years
7. BENEFIT/COST ANALYSIS SUMMARY <i>(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years?)</i> Costs would be minimal – incumbent is currently acting in position, no capital or implementation costs, other than required recruitment procedures.
8. RECOMMENDED DECISION <i>(Clearly outline the decision being sought and why this particular decision is being recommended)</i> Approve the funding as requested.

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

Competitive process as per PSA and collective agreement.

Robert Kojima, RPM

Initiator

October 19, 2018

Date

David Marlor, DLPS

Director

October 19, 2018

Date

REVIEWED BY MANAGEMENT TEAM:

Date received: October 23, 2018

Approved: ☒ Yes ☐ No

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.
- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.



REQUEST FOR DECISION

To: Financial Planning Committee **For the Meeting of:** December 4, 2017

From: David Marlor, Director, Local Planning Services **Date Prepared:** November 27, 2018

SUBJECT: SALT SPRING ISLAND – ISLAND PLANNER

RECOMMENDATION: That the Financial Planning Committee recommend Trust Council approve funding to convert a Planner 2 to Island Planner in the Salt Spring Office.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: Staff have requested a modest funding request in support of an increased need for professional planning expertise in the Salt Spring office. Discussion at the Financial Planning Committee meeting of November 21 lead to a request for more robust options to address any challenges with the work program. Accordingly, further options for an additional 0.5 fte and 1.0 fte Islands Planner have been provided for consideration by FPC.

1 PURPOSE:

At its meeting on November 21, 2018, the Financial Planning Committee passed the following resolution:

FPC-2018-024

It was MOVED and SECONDED,

that staff review the business case for Salt Spring Island Planner in respect to today's discussion and consider the alternatives.

Specifically, the Financial Planning Committee in discussion, asked for two alternatives, one considering a new Full-time Island Planner, and one considering a part-time Island Planner.

The purpose of this Request for Decision (RFD) is to provide advice requested by the Financial Planning Committee (FPC).

2 BACKGROUND:

The attached business case has been updated to reflect two more options for FPC consideration: addition of a full-time Island Planner to the Salt Spring Office; and addition of a 0.5 full-time equivalent Island Planner to the Salt Spring Office.

Alternative 1: Full-time Island Planner:

A full-time Island Planner would increase planning capacity on Salt Spring Island by 25 per cent, and double the available capacity at the senior (Island) planner level. The cost of the position would be as follows:

Item:	Cost:	Comment:
Salary and benefits	\$98,910	On-going (BCGEU negotiated increases)
Travel	\$2,000	On-going
Cell Phone	\$650	On-going
Computer	\$2750	One-time expense
Professional Dues	\$600	On-going
Training (registration + travel)	\$2900	On-going
Total First Year (12 months)	\$107,810	
Total First Year (10 months)	\$91,325	

Alternative 2: Part-time Island Planner:

A Part-time Island Planner (half-time, or 0.5 FTE) would increase planning capacity on Salt Spring Island by 12 per cent, and increase the available capacity at the senior (Island) planner level by 50 per cent. The cost of the position would be as follows:

Item:	Cost:	Comment:
Salary and benefits	\$49,455	On-going (BCGEU negotiated increases)
Travel	\$2,000	On-going
Cell Phone	\$650	On-going
Computer	\$2750	One-time expense
Professional Dues	\$600	On-going
Training (registration + travel)	\$2900	On-going
Total First Year (12 months)	\$58,355	
Total First Year (10 months)	\$50,112	

Discussion:

The original business case (attached) to increase funding to convert a Planner 2 to Island Planner in the Salt Spring Office is based on the need for higher level planning support on that island. It also considers the proposed changes to the way planning services are provided to the islands through the implementation of the 2018 Local Planning Services Review. Generally, this will involve reorganizing planning staff into current planning and policy planning teams that work across the three offices. This will provide more flexibility in meeting demands on the islands, protect resources for policy work, better accommodate specialist positions and provide efficiencies in processing applications.

Implementation of the LPS Review also includes creation of a Planning Technician position to undertake referrals for all local trust committees, reducing workload for planners in this area. Our analysis indicates that basic referrals, such as building permits and Crown leases for docks, take about 0.8 FTE of planner's time annually. Funding for the Planning Technician position is planned to be requested to start in the Fiscal year 2020/21.

Adding a new full-time or part-time Island Planner position to help with the workload on Salt Spring Island will not undermine implementation of the Local Planning Services Review. Staff will continue with implementation and look at means to reduce the workload for planners through efficiencies and changes to procedures.

Challenges with adding a new position (full-time or part-time) will be with appropriate accommodation in the Salt Spring Office, and in recruiting and retaining in a very competitive market. Advantages of adding the position, in addition to providing additional capacity for Salt Spring, includes increase in resilience for the organization generally against natural turn-over of staff due to staff pursuing other careers, moving to other locations, leave due to sickness and retirement.

Note that, as of the date of the RFD, the Salt Spring Island Local Trust Committee has not passed a resolution in regard to this request.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

Conversion of a Planner 2 to Island Planner would add more capacity and flexibility to the Salt Spring Office to undertake complex projects and applications.

FINANCIAL:

The change from Planner 2 to Island Planner would cost \$9,293 annually.

POLICY:

No policy implications.

IMPLEMENTATION/COMMUNICATIONS:

Recruitment would be undertaken following Islands Trust and Public Service Agency processes.

FIRST NATIONS:

No implications for First Nations.

OTHER:

None

4 RELEVANT POLICY(S):

None

5 ATTACHMENT(S):

- Planner 2 to Island Planner business case originally submitted to FPC on November 21, 2018 updated with alternatives outlined in this RFD.

RESPONSE OPTIONS

Recommendation: That the Financial Planning Committee recommend Trust Council approve funding to convert a Planner 2 to Island Planner in the Salt Spring Office.

Alternative:

That the Financial Planning Committee recommend funding for one of the alternatives in the business case.

Prepared By: David Marlor, Director, Local Planning Services

Reviewed By/Date: Julia Mobbs, Director, Administrative Services
Russ Hotsenpiller, Chief Administrative Officer

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: Stefan Cermak, RPM	Budget Source: Local Planning Services Staffing Budget
Operational Unit: LPS	
Name of Request: Island Planner – Salt Spring Island	Budget Amount: \$9,293
Date initiated: October 19, 2018	Date required: April 1, 2019

1. BACKGROUND

The request is to make the current acting Island Planner position on the Salt Spring team permanent, and to eliminate the vacant Planner 2 position.

The Salt Spring Island Local Trust Committee (SSI LTC) has seen an unprecedented growth in the volume of complex development applications, referrals and enquiries. These challenges led to decreased staff resources being allocated to SSI LTC projects. Staff allocation to SSI LTC projects were further stressed with difficulty recruiting a senior planner. In response, the SSI LTC requested, and was awarded, extra resources. The extra resources were allocated by temporarily promoting the Planner 2 to an Island Planner, extending the contract of a Planner 1 working out of the northern office to the Salt Spring team, and extending the terms of a contract planner to deal with various complex applications. The extra resources allowed advancement of deferred project work to resume and the timely processing of complex applications - as well as maintenance of efficient application, referral, and enquiry processing.

The proposal to permanently replace the Planner 2 position with an Island Planner would permit management to allocate more resources to project at slight expense to processing times for moderately complex applications. Table 1 below compares the organizational chart, the current “extra resources” and the proposed change.

Table 1 Salt Spring Planners

Organizational Chart	Current Planners	Proposed
Island Planner	Island Planner	Island Planner
Planner 2	Acting Island Planner*	Island Planner
Planner 1	Planner 1	Planner 1
Planner 1	Planner 1 (2 part-time positions)	Planner 1 (currently 2 part-time positions)
	Planner 1*	
	Contract Planner [†]	
	Contract Planner ^{††}	

*appointed. Expires Jan. 2019

[†]contract expires Nov. 2018

The demand for greater senior level planning is ongoing as Salt Spring Island wrestles with complex issues of affordable housing, community infrastructure issues, interagency cooperation, increased First Nations issues, and other planning related issues.

Examples of complex applications include development applications totalling over 250 units of affordable housing, an expanded medical clinic with an attached seniors affordable housing complex proposing 50 units, a seniors care facility considering an additional 100 units, and an “alternative treatment” cancer clinic being proposed. Major marinas are being rebuilt, hotels are being rebuilt, and cannabis production and retail sales issues are in need of being addressed. Almost 20 rezoning applications are being processed and over 80 applications are open.

Examples of projects being considered include addressing the conflict between the demand for increased density and affordable housing with the lack of community services and increased need for interagency cooperation. While various applications address these issues on a site level, project work is being delivered, or is needed, that addresses these challenges island wide. One example is that a senior planner is required to help interface between the deferred authority given from Trust Council to the SSI LTC to coordinate the Salt Spring Island Watershed Protection Alliance (SSIWPA) which could lead to an island wide water management plan. Other examples include trying to conclude an Industrial Land Uses project which is designed to encourage socio-economic diversity and to enhance economic sustainability and security on Salt Spring Island by meeting the needs for commercial industrial lands for the next 25 years.

The demand for the extra resources on Salt Spring Island have already been demonstrated and implemented. However, the assignment of extra resources was only temporary. The brief description of complex applications and projects are not issues that can be simply contracted out or deferred – they are issues that require relationship building and effective leadership, they require a dedicated senior planner.

The replacement of a Planner 2 for an Island Planner for Salt Spring Island compliments recommendations in the Local Planning Services (LPS) review. The LPS review proposes to create a new Planning Technician (starting in Fiscal year 2020/21) to manage the more routine work of a Planner 1 across all local trust committees. The volume of such work on Salt Spring Island is significant. However, if successfully implemented, this would allow Planner 1's to at least somewhat, manage the loss of a Planner 2 and thereby address processing of moderately complex applications.

As well, the LPS Review identifies implementation of ‘developmental positions’ by which experienced staff can advance to senior positions. Creating an additional senior planning position creates a new opportunity for planners seeking to work out of the Salt Spring office although it does eliminate an intermediate planning position. It is worth noting that resolution to Salt Spring staffing issues has largely come from the advancement of Islands Trust junior planning staff to senior planning positions.

In summary, making the acting Island Planner position permanent would implement changes proposed in the LPS review, continue to provide support for complex projects, support complex applications, support senior planners to focus on community planning provide for efficiency of service delivery, and support staff development and retention.

2. PROBLEM STATEMENT/OBJECTIVES *(What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?)*

Addressing need for senior planning services on Salt Spring Island to process complex applications and project work.

3. PROJECTED RESULTS/DELIVERABLES

(How does this address the objectives described above?)

Permanently changing the Planner 2 position to an Island Planner position would allow increased allocation of resources to complex application work and projects.

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

Alternative 1: Create a new Island Planner position, and keep the Planner 2 position – Creating a new Island Planner position would increase planning capacity in the Salt Spring Office by 25 per cent and address the current demand for processing complex development applications and project work on Salt Spring Island. This need has been demonstrated in the volume of complex applications and project work. This would also address the unresolved issue of Salt Spring receiving planning services from a southern team planner to manage SSIWPA.

The cost would be \$91,325 in the first year, based on 10 months' salary and start-up costs, and an estimated \$105,000 annually

Alternative 2: Add an additional 0.5 FTE Island Planner.

This proposal would result in Salt Spring having 1.5 Island Planners, one Planner 2 and two Planner 1s. This proposal would help address the volume of applications with a 12 per cent increase in planning capacity in the Salt Spring Island office.

The cost would be \$50,112 in the first year, based on 10 months' salary and start-up costs, and an estimated \$55,605 annually

Alternative 3: Status quo. Not approve funding – revert to original organization chart – Acting Island Planner reverts to Planner 2, "extra" Planner 1 contract is not renewed, contract Planner's contract expires. The impact of this is significant reduction in project work and continued challenges with processing development applications. Negates the intent of the approved increase in resources requested by the Salt Spring Island Local Trust Committee and supported by both the Financial Planning Committee and the Executive Committee.

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

Efficient delivery of planning services. Salt Spring Island Local Trust Committee recently lobbied for and received extra resources. If the status quo is reverted to, the SSI LTC is likely to lobby again and it is again foreseeable that resources may again be cobbled together in an unsustainable manner.

Staff development and retention. Creating more opportunities for stable on-island employment and development would lead to greater staff retention. In contrast, limiting staff development has led to numerous planners over time seeking employment elsewhere.

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

Minimal. Incumbent has been acting Island Planner for several months.

7. BENEFIT/COST ANALYSIS SUMMARY *(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years?)*

Costs would be minimal - \$10,000. Incumbent is currently in acting position, no capital or implementation costs other than required recruitment procedures. (Note that similar capital or implementation costs would apply if choosing to also extend part-time Planner 1 to full-time).

8. RECOMMENDED DECISION *(Clearly outline the decision being sought and why this particular decision is being recommended)*

Approve the funding as requested.

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

Competitive process as per PSA and collective agreement.

Stefan Cermak, RPM

Initiator

October 26, 2018

Date

David Marlor, DLPS

Director

October 26, 2018

Date

REVIEWED BY MANAGEMENT TEAM:

Date received: November 30, 2018

Approved: ☐ YES ☐ NO

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.
- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

BUSINESS CASE Budget Requests

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: David Marlor Director of Local Planning Services	Budget Source: ☐ Equipment ☒ Staff Local Planning Service Staff Budget Amount: \$103,462 <i>NOTE: If recruiting, likely won't have position until June, so could prorate for 2019/20 at \$86,220.</i> ☐ Other – please describe
Operational Unit: Local Planning Services	
Name of Request Create permanent position of Senior Intergovernmental Policy Advisor (SIPA)	
Date initiated: September 28, 2018	Date required: April 1, 2019

BACKGROUND

In 2016 Trust Council approved funding for a Temporary Senior Intergovernmental Policy Advisor (SIPA). This position began in June 2016 and ended on March 31, 2018. In the 2018/19 Fiscal Year funding has been used on a contract basis to provide specific deliverables.

The position has provided extensive additional value in the area of improving our engagement and relations with all 36 First Nations with an interest in the Trust Area. The work has involved policy amendments at the Trust Council level as well as new procedural approaches to engaging First Nations during development applications and during local trust committee initiated projects. The position has also provided input into the Islands Trust Policy Statement Review, and undertaken community outreach and educational session on the islands in relation to First Nation issues. By March 31, 2018, deliverables will include documentation for planning services on the new approach to First Nations engagement, an in-house database of all First Nations accessible to staff and trustees, and a strategy to engage first nations for the Islands Trust Policy Statement Review.

Generally the position has been well received as adding value to the organisation, and helping the organisation improve its approach and relations with First Nations. In reviewing the position and our organisation needs beyond March 31, 2019, Staff is of the option that there is still some outstanding work with First Nations that should be completed. Further, there is a need for an advisor to staff and trustees on First Nations engagement and issues that may arise. With this in mind, Staff recommend that Trust Council should continue provide funding for a consulting position at the current hours of service levels (\$95,000). Beyond March 31, 2019, the

funding could be reduced to \$50,000 to provide staff and trustees with access to a consultant on issues that arise and continuing engagement with First Nations. The permanent position job description would be amended to include liaison with all government ministries as well as all First Nations. The focus is on developing and maintaining relationships with First Nations, with Provincial and Federal ministries, providing advice to staff and trustees, local trust committees, Trust Council, Islands Trust Conservancy, Executive Committee and Bowen Municipality. Appendix 1 contains a chronological list of specific projects and documents completed by the Senior Intergovernmental Policy Advisor position in the last three years.
1. PROBLEM STATEMENT/OBJECTIVES <i>(What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?)</i> To ensure that work undertaken in improving relations with First Nations continues beyond March 31, 2019, and to provide capacity to improve and maintain relationships with First Nations and Provincial and Federal ministries and departments.
2. PROJECTED RESULTS/DELIVERABLES <i>(How does this address the objectives described above?)</i> Funding will allow us to continue to contract with a specialist on First Nations and intergovernmental relations.
3. ALTERNATIVES CONSIDERED <i>(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and</i> 1. Approve funding less than requested. This would result in less hours being available and less deliverables completed year-to-year. 2. Not fund the position. This may result in First Nations relations not advancing beyond where the organisation is today. Lack of a specialist could result in regression of relations. No additional capacity to develop and maintain provincial and federal relationships.
4. CRITICAL SUCCESS FACTORS <i>(What related factors have been identified? What risks are involved?)</i> Continued advances in relationship building with first nations. Noticeable organisational change in approach in dealing with First Nations. Improvements in relationships with Provincial and Federal government agencies.
5. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION <i>(Are there any concerns and how will they be addressed? Have other stakeholders been identified?)</i> None. The recommended approach would result in status quo in regard to current processes.
6. BENEFIT/COST ANALYSIS SUMMARY <i>(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years?)</i> Improve and advance relationship with First Nations, and Provincial and Federal relationships.

7. RECOMMENDED DECISION *(Clearly outline the decision being sought and why this particular decision is being recommended)*

Approve the funding as requested.

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

As per purchasing and recruitment policy.

David Marlor, MCIP, RPP

Initiator

September 28, 2018

Date

David Marlor, MCIP, RPP

Director

September 28, 2018

Date

REVIEWED BY MANAGEMENT TEAM:

Date received: October 23, 2018

Approved: ☒ Yes ☐ No

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.
- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

Appendix 1: Work completed by Senior Intergovernmental Policy Advisor from July 2016 to August 2017.

July 2016

Trust-Wide/Corporate Initiatives:

- Initial Policy Statement Analysis for FN Engagement <G:\LPS\SIPA\July 2016\Review Policy Statement wrt FNs July 11 2016.docx>
- FN Engagement Strategy for Policy Statement Amendments <G:\LPS\SIPA\July 2016\Preliminary Engagement Concept Plan July15 2016.docx>
- Summary of Key Concerns/Priorities Already Stated by First Nations to Islands Trust <G:\LPS\SIPA\July 2016\Analysis of First Nations Priorities July 2016.docx>
- Advice, research, editing and review of multiple initiatives

Local Trust Committees

- DENMAN LTC: Letter of Invite to a Community to Community meeting with Snuneymuxw Nation <G:\LPS\SIPA\July 2016\05 DE-LTC-LTR-2016-07-07 to Komoks.doc FM edits July11 2016.doc>

August 2016

Trust-Wide/Corporate Initiatives:

- Initial list of 36 First Nations with asserted rights and title, and treaty rights in the Trust Area <G:\LPS\SIPA\Aug 2016>List of 36 First Nations Aug25 2016.docx>
- Request For Decision to Executive Committee: Advocacy Regarding Archaeological Sites <G:\EXEC\Agendas\Business\2016\Aug 31\TAS\RFD re archeology advocacy.pdf>
- Request For Decision to Executive Committee: First Nations Relationship Building Principles <G:\EXEC\Agendas\Business\2016\Aug 17\TAS\RFD – draft principles for FN relations – EC comments.docx>
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives

Local Planning Committees:

- SSI LTC: Pilot Proposal for Amended FN Referral Letters and Process <G:\LPS\SIPA\Aug 2016\Proposed new approach to referral letters Aug18 2016.docx>

September 2016

Trust-Wide/Corporate Initiatives:

- Draft First Nation Language and Tone Guide for staff review and use <G:\LPS\SIPA\Sept 2016\FN Communication Tone and Language Guide Sept2016.docx>
- Briefing Note to Executive Committee: Draft First Nations Language and Tone Guide [G:\LPS\SIPA\Sept 2016\BRIEFING Draft FN Language and Tone Guide EC Oct5 2016 \(2\).docx](G:\LPS\SIPA\Sept 2016\BRIEFING Draft FN Language and Tone Guide EC Oct5 2016 (2).docx)
- Draft FN Database Organization <G:\LPS\SIPA\Sept 2016\FN database whiteboard thoughts.jpg>
- Initial draft of 21 month program for SIPA <G:\LPS\SIPA\Sept 2016\Senior Intergovernmental Policy Advisor 21m Work Plan.docx>
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives

October 2016

Trust-Wide/Corporate Initiatives:

- Performance Review of Proposed 21-month Program Outcomes for SIPA <G:\LPS\SIPA\Oct 2016\First Nations Relationship Blg Nov2016 Mar2018.docx>
- Finalized List of 37 First Nations in Trust Area with asserted Aboriginal rights and title and treaty rights <G:\LPS\SIPA\Oct 2016>List of 37 First Nations.docx>
- Overall Engagement Strategy on Policy Statement Amendments <G:\LPS\SIPA\Oct 2016\Overall Engagement Strategy on Policy Statement Amendments.docx>
- Request for Decision to Trust Council: Adoption of First Nations Principles as Policy <G:\LPS\SIPA\Oct 2016\REQUEST FOR DECISION adoption of Guiding Principles of First Nations Engagement Oct21 2016.docx>
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives

Local Planning Committees:

- SATURNA LTC: Staff Report on Saturna FN Reconciliation Development <G:\LPS\SIPA\Nov 2016\STAFF REPORT Saturna FN Reconciliation Devmt Sept30.docxGR.pdf>
- SATURNA LTC: C2C Funding Application <G:\LPS\SIPA\Oct 2016\c2c-2016-17-fall-application-form SILTC.doc>

November 2016

Trust-Wide/Corporate Initiatives:

- Request for Decision to Trust Council: First Nations and Public Engagement <G:\LPS\SIPA\Nov 2016\RFD First Nations and Public Engagement.pdf>
- RFD Appendix 1: Draft First Nations Engagement Principles Policy 6.1.i. <G:\LPS\SIPA\Nov 2016\Appendix 1 DRAFT 61i First Nations Engagement Principles Policy.pdf>
- RFD Appendix 2: First Nations and Public Engagement Charter v.1 <G:\LPS\SIPA\Nov 2016\Appendix 2 DRAFT Project Charter FN and Public Engagement Plan.pdf>
- RFD Appendix 3: RFD attachment: First Nations and Public Engagement Principles Implementation Project Charter Summary [G:\LPS\SIPA\Nov 2016\RFD ATTACHMENT Overall First Nations and Public Engagement Strategy on Policy Statement Amendments \(2\).docx](G:\LPS\SIPA\Nov 2016\RFD ATTACHMENT Overall First Nations and Public Engagement Strategy on Policy Statement Amendments (2).docx)
- Initial Weight-of-Claim Categories for trustees and staff to prioritize FN relationship-building priorities <G:\LPS\SIPA\Nov 2016\First Nations Reserve lands Treaty status wrt to the Trust Area.docx>
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Launching FN webpage on Islands Trust website

Local Planning Committees:

- HORNBY LTC: Staff Report on Long term relationship-building program with local First Nations <G:\LPS\SIPA\Nov 2016\STAFF REPORT Hornby FN Relationship Blg Nov25 2016.docx>
- GABRIOLA LTC: Letter to Snuneymuxw Nation Congratulating on their Specific Claim Settlement <G:\LPS\SIPA\Nov 2016\draft Snuneymuxw letter Nov 22.docx>
- SATURNA LTC Community Event: SENĆOŦEN History of Saturna Islands <G:\LPS\SIPA\Nov 2016\Saturna C to C Draft Agenda.pdf>

December 2016

Trust-Wide/Corporate Initiatives:

- FN Relationship Building Schedule of Tasks Dec.2016 – March 2017 <G:\LPS\SIPA\Dec 2016\FN Relationship Building Schedule of Tasks Dec2016 June 2017.docx>
- **PRESENTATION:** Trust Council presentation on Douglas Treaties and the Gulf Islands <G:\LPS\SIPA\Dec 2016\Douglas Treaties and the Gulf Islands Dec2016.pptx>
- Briefing for Trust Council on Marine Protection Tools <G:\EXEC\Council\Meetings\2016\Dec – Salt Spring\RFDs and Briefing\TAS\Marine Protection Tools – Briefing.docx>
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- N. PENDER LTC (and S. PENDER LTC): Staff Report on Long term relationship-building program with local First Nations <G:\LPS\SIPA\Dec 2016\STAFF REPORT North Pender FN Relationship Blg Nov29 2016.docx>
- **PRESENTATION:** N. Pender Community presentation and Discussion
- SATURNA LTC: Letter of Appreciation for Engagement with Saturna Island Community and an invitation to a C2C (Community to Community) meeting <G:\LPS\SIPA\Dec 2016\SILTC letter to Tsawout Tseycum FNs Dec2016.pdf>

January 2017

Trust-Wide/Corporate Initiatives:

- List of 37 First Nations in the Trust Area, organized by tribal associations and including website links and contact information <G:\LPS\SIPA\Jan 2017\37 First Nations in the Islands Trust Area.docx> and <G:\LPS\SIPA\Jan 2017\37 Trust Area FN web links contacts.xlsx>
- Revised presentation for website and community presentations: Douglas Treaty and the Gulf Islands <G:\LPS\SIPA\Jan 2017\Douglas Treaties and the Gulf Islands Dec2016.pptx>
- Map of 37 First Nations using location coordinates of band offices <G:\LPS\SIPA\Jan 2017\Map Trust Area FNs draft.pdf>
- Update on 27 First Nation Initiatives in Islands Trust Area <G:\LPS\SIPA\Jan 2017\Trust Area FN Initiatives Jan2017.docx>
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- SSI LTC: In-Camera Staff Report: First Nations Heritage and Cultural Site Inventory + First Nations Relationship Building (no document link available)
- THETIS LTC: Letter to Penelakut Seafoods on the successful passing of bylaw No. 97 <G:\LPS\SIPA\Jan 2017\TH Certified bylaw to applicant.docx>

February 2017

Trust-Wide:

- Revised presentation on Douglas Treaty and the Gulf Islands <G:\LPS\SIPA\Feb 2017\Douglas Treaties and the Gulf Islands FM2.pptx>

- New presentation of 37 First Nations and the Gulf Islands, presented at February 2017 LPS Professional Development Day (and to VIU's planning students) <G:\LPS\SIPA\Feb 2017\37 First Nations and the Gulf Islands FM1.pptx>
- Request for Decision to Trust Council on Marine Protection Tools <G:\LPS\SIPA\Marine Protection Tools Briefing\Marine Protection tools – RFD.docx>
- RFD on Marine Protection Tools Attachments <G:\LPS\SIPA\Feb 2017\Attachment A Local Planning Tools Summary.docx> and <G:\LPS\SIPA\Feb 2017\Attachment B Trust Area FN Marine Priorities Feb2017.docx>
- Public handout for staff and trustees to use: February update on FN initiatives, FN websites, new FN Engagement Principles Policy and FN Marine Priorities as found in available FN marine use plans <G:\LPS\SIPA\Feb 2017\Islands Trust FN Engagement Principles Policy and FN Initiatives Update Feb2017.docx>
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- MAYNE LTC: Staff Report on Long term relationship-building program with local First Nations <G:\LPS\SIPA\Feb 2017\STAFF REPORT Mayne FN Reconciliation Project Plan Mar17 2017.docx>
- SATURNA LTC: Staff Report on Project Charter for First Nations Reconciliation Activities <G:\LPS\SIPA\Feb 2017\STAFF REPORT Saturna FN Reconciliation Project Plan Feb10 2017.docx>

March 2017

Trust-Wide:

- March update on FN Initiatives <G:\LPS\SIPA\Mar 2017\Trust Area FN InitiativesMarch2017.docx>
- **PRESENTATION:** Trust Council presentation on archaeology and FN Issues
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- LASQUETI LTC, DENMAN/HORNBY LTC and GABRIOLA LTC combined application for C2C funding G:\LPS\SIPA\Mar 2017\c2c-2016-17-fall-application-form_SILTLC.pdf
- MAYNE LTC: Staff Report on <G:\LPS\SIPA\April 2017\STAFF REPORT Mayne FN Reconciliation Project Plan Mar17 2017.docx>
- **PRESENTATION:** Mayne community presentation and discussion
- **PRESENTATION:** Thetis Community Presentation and Discussion

April 2017

Trust-Wide:

- First Nations and Public Engagement Project Status Report: July 2016 – March 2017 <G:\LPS\SIPA\April 2017>Status Report Islands Trust July 2016 March 2017.docx>
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives (including FN contacts for SWIIPA)

- Expanding FN webpage on Islands Trust website
- **PRESENTATION:** Trust Fund Board of Directors presentation and discussion

Local Planning Committees:

- DENMAN/HORNBY LTCs: Staff Report on Developing a Shared Narrative of Hornby/Denman Island with local First Nations <G:\LPS\SIPA\April 2017\STAFF REPORT Shared Narrative of Place with Komoks Denman Hornby April24 2017.docx> and <G:\LPS\SIPA\April 2017\Draft Project Charter HornbyDenman LTCs.pub>
- GAMBIE LTC: Staff Report on Developing a Shared Narrative of Gambier Island with local First Nations <G:\LPS\SIPA\April 2017\STAFF REPORT Gambier Shared Narrative of Place with Squamish April20 2017.docx> and <G:\LPS\SIPA\April 2017\Draft Project Charter Gambier LTC.pub>
- **PRESENTATION:** Lasqueti Community Map Party and FN Presentation and Discussion
- **PRESENTATION:** Galiano Community presentation and Discussion

May 2017

Trust-Wide:

- Briefing Note to Trust Council for FN and Marine Work Update <G:\LPS\SIPA\May 2017\FN Charter update – Briefing Note.docx>
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website
- **PRESENTATION:** Regional Conservation Plan Workshop (ITF) May 1 (Nanaimo) and May 4 (Sidney)

Local Planning Committees:

- MAYNE LTC: Staff Report on Shared Narrative of Place with Tsartlip <G:\LPS\SIPA\May 2017\STAFF REPORT Shared Narrative of Place with Tsartlip FN May8 2017.docx>

June 2017

Trust-Wide:

- Letter to Omni Group, in support of Penelakut Tribe request for access for archaeological research <G:\LPS\SIPA\June 2017\draft letter to Omni re Channel Ridge June23 2017.docx>
- Revised presentation “First Nations and the Gulf Islands: History, Lands and Treaties” <G:\LPS\SIPA\June 2017\First Nations and the Gulf Islands – History Lands Treaties .pptx>
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- N. PENDER LTC: Staff Memo on James Island Registered Statutory Right of Way – Educational Access <G:\LPS\SIPA\June 2017\Memo James Island Covenant SROW 1687187.dotx>
- SATURNA LTC: Staff Report on Draft OCP Amendments <G:\LPS\SIPA\June 2017\Staff Report Saturna LTC OCP Amendments June.docx>

- GABRIOLA LTC: Community to Community Funding Application <G:\LPS\SIPA\June 2017\Gabriola Island LTC c2c June30 2017 summer appl.doc> and <G:\LPS\SIPA\June 2017\Gabriola Island C2C Summer June30 2017 Appl Budget.docx>
- **PRESENTATION:** Bowen Community Presentation and Discussion at BIM Council meeting
- **PRESENTATION:** Hornby Community presentation and Discussion
- **PRESENTATION:** Denman Community presentation and Discussion

July 2017

Trust-Wide:

- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- GABRIOLA LTC: Staff Report and Project Charter <G:\LPS\SIPA\July 2017\Staff Report Gabriola LTC FN Relations July13 2017.docx> and <G:\LPS\SIPA\July 2017\Project Charter First Nations Relationship Building.pub>
- SATURNA LTC: Text for 13-Moon Sign for Saturna Community [G:\LPS\SIPA\July 2017\A Brief History of the WSÁNEĆ People \(Saturna 13-Moon Sign\) July6 2017.docx](G:\LPS\SIPA\July 2017\A Brief History of the WSÁNEĆ People (Saturna 13-Moon Sign) July6 2017.docx)
- HORNBY LTC: Staff Memo on K'omoks leadership day with Denman and Hornby trustees <G:\LPS\SIPA\July 2017\Memo Hornby LTC Update July 14 Komoks visit.dotx>
- GAMBIER LTC: Revised Staff Report on Shared Narrative of Place with Squamish <G:\LPS\SIPA\July 2017\Shared Narrative of Place Gambier Squamish July18 2017 – Staff Report.docx> and <G:\LPS\SIPA\July 2017\Shared Narrative of Place Gambier Squamish July17 2017 – Attachment 1.docx>
- **PRESENTATION:** Keats community presentation and discussion (with Sonja Zupanec)

August 2017

Trust-Wide:

- Request for Decision to Executive Committee on Policy Statement Amendment First Nations and Public Engagement Plan <G:\LPS\SIPA\Aug 2017\EC-2017-policy stmt amendment engagement plan-RFD.docx>
- PowerPoint on Policy Statement Amendment Process <G:\LPS\SIPA\Aug 2017\Islands Trust Policy Statement Amendments.pptx>
- Request for Decision to Executive Decision on First Nations and Marine Work Beyond March 2018 <G:\LPS\SIPA\Aug 2017\EC-2017-First Nations and Marine work Beyond March 2018-RFD.docx> and [Outcomes of SIPA Position since July 2016.docx](G:\LPS\SIPA\Aug 2017\Outcomes of SIPA Position since July 2016.docx)
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- **PRESENTATION:** Mudge Island community presentation and discussion
- SSI LTC: In-Camera Staff Report on Next Steps for SSI Heritage Inventory Study (document not available)

Follow-Through Tasks Currently Underway for September 2017 to March 2018

Trust-Wide:

- FN Database Completion and Protocols for updates
- Shoreline Protection Work Plans for three pilot LTCs:
 - Lasqueti LTC and Tla'Amin Nation,
 - Denman/Hornby LTCs and K'omoks Nation and
 - Galiano LTC and Penelakut Tribe
- Staff and Trustee FN Orientation Program, including FN Language and Tone Guide, PowerPoint presentations and cultural sensitivity training
- Policy Statement FN Engagement Plan and Implementation
- Referral Efficiency Workshop with FN Referral staff
- FN Webpage Design to capture all FN-related work and Protocols for updates

Local Planning Committees:

- SATURNA LTC: (1) Provide support and FN connections for a 13-moon community sign and (2) Work with trustees to finalize a text for an OCP amendment to the "Deep History" of Saturna Island
- MAYNE LTC: October workshop with Tsartlip members on SENCOTEN language revival
- S.PENDER AND N. PENDER LTCs: (1) Follow-up with Saanich Tribes and Tribal School on final processes to access James Island and (2) a Project Charter for an early spring FN workshop at the Canal site.
- GALIANO LTC: In coordination with Penelakut Tribe, develop the Dock Review and a Dock Management Plan
- SALT SPRING LTC: (1) Share the SSI FN Heritage Inventory Study with the 13 FNs with asserted rights and title, and treaty rights, on SSI and (2) work with trustees to finalize a text for an OCP amendment reflecting the "Deep History of SSI"
- THETIS LTC: Explore Valdez Island Conservancy willingness to engage with Lyackson First Nation
- GABRIOLA LTC: (1) Community Presentation and Discussion in September and (2) a Follow-up Presentation by members of Snuneymuxw Nation
- DENMAN AND HORNBY LTCs: (1) Community presentation by members of K'omoks and (2) a Shoreline protection work plan and (3) work with trustees to finalize a text for an OCP amendment reflecting a "deep History of Denman and Hornby Islands".
- LASQUETI LTC: Work with Tla'Amin Nation about how and when to approach other FNs with interests in Lasqueti about the shoreline protection program developed by the Island Planner, Sonja Zupanec
- GAMBIER LTC: (1) Amend LTC business templates (agendas, letters, etc) to reflect simple bilingual phrases (English and Squamish) and (2) work with the Squamish Education Department to determine additional phrases (and pronunciation guide) that can be incorporated into other bilingual documents
- BOWEN ISLAND MUNICIPALITY: Share all Squamish bilingual opportunities that Gambier LTC implements and other LTC projects to acknowledge "Deep History" in OCPs

March to July 2018 (contract)

- Development of Local Trust Committee information booklets on First Nations, specific to each LTC
- Development of Trustee toolkit for use by trustees when engaging with First Nations
- Development of Staff toolkit for use by planners and other staff when engaging with First Nations on applications, projects or other work.

SHORT-FORM BUSINESS CASE

Budget Requests >\$5000

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: Ann Kjerulf, Regional Planning Manager	Budget Source: ☐ Equipment ☒ Staff Local Planning Service Staff Budget Amount: \$15,000 ☐ Other – please describe
Operational Unit: Northern Office	
Name of Request: Co-op Student Planner	
Date initiated: October 5, 2018	Date required: May 1, 2019
1. BACKGROUND Local Planning Services has used co-op positions every year over the summer, rotating the position between the three offices as demand requires. Last year the position was originally planned for the Northern Office, but went to Salt Spring to help with high application volumes and planner shortage. During the summer of 2017, the Northern Team benefited from the support of a co-op student planner. This individual assisted with planning enquiries and non-complex applications and referrals, which are typically the work of an entry-level planner.	
2. PROBLEM STATEMENT/OBJECTIVES <i>(What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?)</i> The Co-op Student Planner benefits by gaining work experience related to their education. The Islands Trust benefits from having addition support at the entry planner level and to cover planning staff absences during the summer months. Vancouver Island University or other planning schools benefit through placement of a master's degree student in local planning employment. Furthermore, there is the potential longer-term opportunity for co-op students to be hired as full-time Islands Trust employees.	
3. PROJECTED RESULTS/DELIVERABLES <i>(How does this address the objectives described above?)</i> A co-op student planner for the summer of 2018 will provide additional support for enquiries, and non-complex applications and referrals. Enquiry coverage is particularly helpful during the summer months when there tend to be a greater volume of staff absences.	

4. ALTERNATIVES CONSIDERED <i>(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo – ie. do nothing – and the anticipated results of that action.)</i> 1. Not approve funding = lost opportunity to attract and retain qualified AND trained staff in the future
5. CRITICAL SUCCESS FACTORS <i>(What related factors have been identified? What risks are involved?)</i> Co-op students tend to be very receptive to handling a wide range of tasks; they may be unfamiliar with the complex, political nature of the Islands Trust. However, the co-op placement is an excellent learning opportunity.
6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION <i>(Are there any concerns and how will they be addressed? Have other stakeholders been identified?)</i> None.
7. BENEFIT/COST ANALYSIS SUMMARY <i>(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years?)</i> Time and resources are required for the first week to training the employee. After the first week, the amount of support for the employee decreases as they begin to work independently.
8. RECOMMENDED DECISION <i>(Clearly outline the decision being sought and why this particular decision is being recommended)</i> Approve the funding as requested.
9. PURCHASING PROCEDURE <i>(describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor)</i> Establishment of a new Co-op Student Planner position for summer 2019.

Ann Kjerulf

Initiator

October 24, 2018

Date

David Marlor

Director

October 24, 2018

Date

REVIEWED BY MANAGEMENT TEAM:

Date received: October

Approved: ☒ Yes ☐ No

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.
- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20

budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.



January 15, 2019
Islands Trust Council

GOVERNANCE: Standards of Conduct, Conflict of Interest, FOI and more

Background: To provide an orientation session focused upon governance, specifically issues that affect Trustees and how they fulfill their obligations. This session will review ethical situations typical of the role of a local government official and will assist Trustees to avoid common pitfalls of local governance. A number of scenarios will be presented for review and discussion by the Trustees and we will review the key recommendations for success.

Purpose: To prepare Trustees to deal with situations that will affect them on an individual basis, rather than as part of their Local Trust Committee or Trust Council specific roles.

Resources: Russ Hotsenpiller, Chief Administrative Officer (CAO)

TIME	TOPIC	WHO
3:15 – 4:00	Open meeting requirements	CAO
	Conflict of interest	
	Statutory rules of conduct	
	Freedom of Information	
	Legal advice	
	'scenarios'	



January 15, 2019
Islands Trust Council
Local Trust Committees Review

Background: This outline is presented in support of Trust Council orientation

Purpose: To provide an overview of first Nations history and work undertaken at the Islands Trust, and consider opportunities for moving forward.

Resources: Russ Hotsenpiller, CAO
David Marlor, DLPS
Fiona Xetxatten MacRaid
Chief Ian Campbell Xalek/Sekyu Siyam
Lisa Wilcox Kwakwentenaat

TIME	TOPIC	WHO
4:00 pm	First Nations Context	Fiona Xetxatten MacRaid Chief Ian Campbell Xalek/Sekyu Siyam
4:30 pm	What we have done, where we are now, opportunities	
4:45 pm	Chief Ian Campbell Xalek/Sekyu Siyam – Squamish Nation See attached biography	
5:15 pm	Questions	

Chief Ian Campbell - Xàlek/Sekyú Siyám

Chief Ian Campbell is an Hereditary Chief of the Squamish Nation. His family lineage descends from the Squamish and Musqueam First Nations of the Coast Salish people. His ancestral name is Xàlek' and his Chieftain name is Sekyú siyám.



Chief Campbell is serving his third term as an elected Council member, an official spokesperson for the Squamish Nation, and is the Cultural Ambassador & Negotiator for Intergovernmental Relations, Natural Resources & Revenue which is the economic arm of the Squamish Nation. In this role Chief Campbell is instrumental in advancing the interest of aboriginal rights and title through agreements around forestry, crown land development, land use planning, recreational and park management, and the establishment of conservation areas such as Xay Temíxw Sacred Land Use Plan and the Strategic Land Use Agreement.

Named one of Vancouver's Power 50 influencers, Chief Campbell participates on many boards and advisory committees in a diverse array of organizations. Chief Ian Campbell has been instrumental in the development of Impact Benefit Agreements, and land acquisition proposals with the Federal and Provincial government. These agreements and accommodations are at the forefront of the expression of First Nations rights and title within Canada.

A public speaker since the age of fourteen, Chief Campbell traveled both nationally and internationally empowering audiences while sharing the rich, vibrant history and culture of his people. He is a strong advocate for children and youth. Chief Campbell has successfully completed his Executive Master of Business Administration in Aboriginal Business & Leadership (EMBA ABL) at Segal Graduate School of Business (SFU) incorporating his upbringing in traditional teaching on the land, drawing forward traditional knowledge and applying it within the modern context. He believes in the continuity of tradition, "we are relay runners, we must accept the responsibilities bestowed on us by our predecessors while creating succession" and it is through his beliefs that he carries forward, in his life and work, the traditions and language of the Nation.



SQUAMISH NATION

Intergovernmental Relations
Natural Resources & Revenue

415 West Esplanade
North Vancouver, BC V7M 1A6
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consultation@squamish.net

www.squamish.net

WHERE WE COME FROM - Skwxwúmesh PEOPLE

"The Squamish Nation have lived in this area for innumerable generations. Certainly we go back to our stories of creation when the universe was in darkness. Some of the primary values that the Squamish Nation have to share are the relationship and the interconnectedness to all of the natural world and the natural rhythms of the land. My passion every day is our mountains, climbing peaks and traversing alpine meadows, swimming in those alpine lakes to strengthen our bodies and purify ourselves and have a strong mind, and just to enjoy the beauty of creation in those realms, and I take that home with me each and every day."

Chief Ian Campbell



January 16, 2019
Islands Trust Council

STRATEGIC PLANNING

Background: Trust Council Strategic Plan provides the overall direction for achieving the mandate of the organization and maintain the work plan. It is separately funded from land use planning and its management is dispersed throughout the Council Committees. The strategic plan is a key driver for the organization and serves to allocate resources across the region and service areas. While the Strategic Plan is 'continuing' in that it carries through from term to term, a new Trust Council will seek to establish its priorities and the key initiatives it wishes to undertake. This session is introductory in nature and will prepare Trustees for the March 2019 strategic planning session.

Purpose:

1. To initiate the strategic planning process with the Trust Council
2. To review the 2014-2018 Strategic Plan
3. To discuss a preferred strategic planning process
4. To discuss broad strategic themes for the term

Resources: Russ Hotsenpiller, Chief Administrative Officer (CAO)

TIME	TOPIC	WHO
8:30-9:15	Review of 2014-2018 Strategic Plan, provision of 'report card'	CAO
9:15 –10:00	Strategic planning process review and discussion	
10:15 -11:00	General discussion regarding broad themes for consideration for 2018-2022 Strategic Plan	

Pre session preparation: Review [Strategic Plan](#)

Attachments:

1. Summary report by CAO on 2014-2018 Strategic Plan, dated May 31, 2018
2. Strategic Plan

ASSUMPTIONS AND PRINCIPLES

The Islands Trust does not have a specific policy regarding the development of the Strategic Plan but has a substantial practical history of creating detailed and wide ranging strategic plans. It is worthwhile to identify some general points of agreement on assumptions and principles for Trust Council as it proceeds to renew its strategic direction. It is suggested that Trustees consider these principles and any others that are appropriate for discussion during the session.

The following is offered for discussion and refinement by Trust Council:

1. Strategic planning is a values based initiative. The Policy Statement, as the document providing overall policy direction for the Islands Trust, is the primary source of strategic planning direction. Strategic planning starts with policy statement objectives and develops projects that satisfy the values expressed within those objectives.
2. The Strategic Plan is in support of, and not in conflict with, the mandate of the Islands Trust as per the Object clause in the *Islands Trust Act*.
3. The Strategic Plan and direction of the organization is in alignment with its legislative authorities.
4. The Strategic Plan is not a 'work plan' rather it identifies important and strategic areas for development by the Islands Trust as well as associated project elements. It is desired by Trust Council to be strategic in its strategic planning.
5. The Strategic Plan allows the Islands Trust to identify which projects or priorities are important and will have resources dedicated them and which will not.
6. The Strategic Plan is not a corporate plan to further how the organization functions, it is dedicated towards how to preserve and protect the environment and support communities.
7. The strategic plan is fully funded through the budgeting process of the Islands Trust.
8. The Strategic plan is continuing.
9. Progress in Strategic planning will be measured and reported on in a consistent and agreed upon basis.



BRIEFING

To:	Trust Council	For the Meeting of:	June 21, 2018
From:	Russ Hotsenpiller	Date Prepared:	May 31, 2018
SUBJECT:	2014-2018 Strategic Plan Status Report		

PURPOSE: To review progress on the Strategic Plan over the 2014-2018 term and to identify ongoing priorities for future consideration.

BACKGROUND: This report is in support of the Trust Council Strategic Planning Session scheduled for June 21, 2018. The Strategic Plan is organized in to 10 priorities based upon the Policy Statement and key organizational goals. The bulk of the Plan is specific objectives for each priority and then a series of tasks or activities to achieve each objective. This report is a high level review of the Strategic Priorities of Trust Council and some key objectives. While acknowledging successes is important, included in this review are any items that have not been completed or need adjustment as Trust Council proceeds to amending its Strategic Plan at the start of the 2018-2022 term.

As Trust Council reviews four years of strategic work it must consider, in an overall sense, whether there have been successful outcomes. Even though the organization may have completed an activity or task, a key question is whether that is a transactional accomplishment or a more fundamental accomplishment that directly relates to advancing the work of the Islands Trust on behalf of the community and the environment.

Overall, Trust Council has been successful on its important strategic goals over the 2014-2018 term. After a challenging start to the strategic planning process, much of what Trust Council wanted to accomplish has been either completed or substantially advanced. Further work is required for several objectives in the Strat Plan, but enough has been done that a renewal or updating of strategic priorities is timely.

Strategic Priorities Progress Chart

1. Protect the natural environment of the islands trust area

Substantial progress

RAR complete except for Gambier and Lasqueti, TFB name change achieved, protection of 177 ha priority hectares.

Ongoing work relates to protection of Coast Douglas Fir ecosystems. Legal opinion on fallow deer indicated the Islands Trust was ultra vires, or outside its jurisdiction.

2. Preserve, protect and advocate for coastal shorelines and marine areas within the islands trust area

More work to be done.

Significant work has been dedicated to this priority including advocacy, selective Green Shores roll out, development of marine protection tool inventory, derelict vessels, anchorages, and mapping of forage fish habitat.

Further work needed on OCP-LUB amendments to protect shorelines, and eelgrass information for the public.

3. Reduce community ecological footprint

Priority has not advanced.

This priority has not been achieved in a substantial manner, funding for Salt Spring Integrated Community Sustainability Plan was denied, land use toolkit to reduce ecological footprint was not developed.

4. Protect quality and quantity of water resources

Substantial progress

With the hiring of the Freshwater Specialist, this priority has received specific focus. There is a much better understanding of how the *Water Sustainability Act* impacts the Islands Trust, education of staff and community related to water conservation has progressed, there has been improvement on the use of planning tools to promote water conservation.

5. Enhance, protect and restore community character, socio-economic diversity and economic sustainability

Substantial progress

This priority had a wide range of initiatives, including 7 different objectives. Progress has been made regarding affordable housing strategy, housing needs assessments and some OCP/LUB amendments to improve housing availability. Some LTC specific progress was made: North Pender adopted an age friendly community plan, the Galiano LTA amended regulations regarding home industry. The Select Committee for the Victoria Office completed its work.

Less progress was made with regard development of organizational capacity (undefined) regarding agricultural policies. Work on exploration of intra and inter island transportation route did not proceed.

6. Strengthen relations with First Nations

Substantial progress

Arguably this priority has advanced to the highest point it has been for the Islands Trust. We are in significant discussions with the Komoks First Nation on an agreement, we have actively reached out to all First Nations within the Trust Area, we have conducted a number of community information meetings, we have developed a well-regarded Language and Tone Guide. First Nations communities are consistently a presence at Trust Council. We have amended the referral process.

There is further work to be done on First Nations engagement and the work over the last two years and this should likely remain a strategic priority.

7. Strengthen relations with First Nations

Substantial progress

This priority had two strategies: to enable electronic meetings for Trust Council and to prepare for a potential Salt Spring incorporation (Transition Plan). Included in these strategies was an audit of the Information Systems function at the Islands Trust and a visioning process for Trust Council. All items have been completed.

8. Improve cooperation and integration with other levels of government

More work to be done

This priority is currently a focus of the organization given in the post Salt Spring incorporation reality and the formation of a working group of Trust Programs Committee to review government service coordination. This priority is recommended for further development during the Strategic Plan process in January.

We have not concluded a new agreement with Crown Lands as intended.

We have not implemented a project charter re. UN Biosphere Reserve.

9. Improve community and agency understanding and support for the Islands Trust

More work to be done

This priority is mainly concerned with the Policy Statement project which has been amended by Trust Council during the term. We have reached out to First Nations to engage on the Policy Statement and are in the beginning of engaging with island communities. This project will carry over into the next term.

The communications plan is currently being developed with a goal of implementation in the fall of 2018.

10. Improve community engagement and participation in Islands Trust work

More work to be done

Specific work in this area has been modest. We have improved budget consultation somewhat but the results have not changed, we still have a limited response from the public. If the Trust wants to see improvement in this area a much more ambitious plan needs to be adopted than is present in the strategic plan.

11. Investigate the principle of amending the Islands Trust Act

More work to be done

The organization has dedicated a good deal of effort to this priority and Trust Council is at the point where it can identify specific Act amendments that it wishes to prioritize and communicate to the Ministry for further discussion. This project will need to be referred to the next term.

The following ideas or subjects have been offered over the term for consideration as ongoing or potential strategic goals:

1. Climate Change
2. First Nations
3. Protect quantity and quality of water resources
4. Affordable housing
5. Islands Trust Act amendments
6. Working group coordination regarding service delivery
7. other initiatives by Trust Council.

ATTACHMENT(S): 2014-2018 Strategic Plan

FOLLOW-UP: Session scheduled for Trust Council, June 2018

Prepared By: Russ Hotsenpiller

Reviewed By/Date: May 31, 2018



Strategic Plan

2014-2018

Adopted December 10, 2015

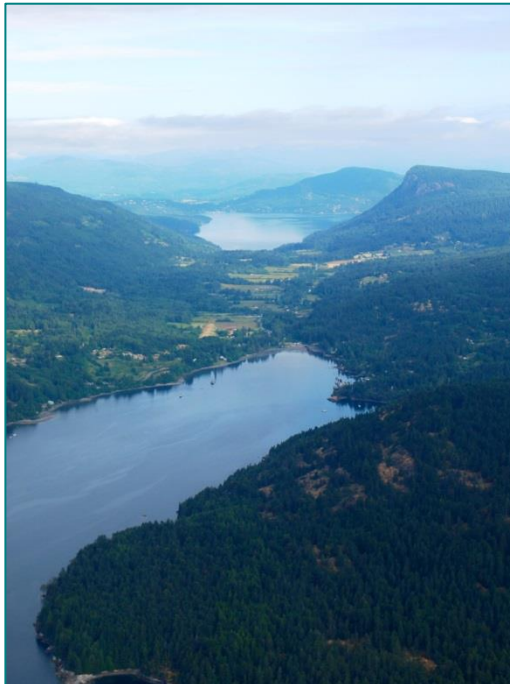


Table of Contents

The Islands Trust Area	1
The Islands Trust Council	2
A Strategic Plan for the 2014-2018 Term	2
Strategic Plan Development	3
Strategic Plan Review Process	7
Strategic Plan	8

The Islands Trust Area

The Islands Trust Area covers the islands and waters between the British Columbia mainland and southern Vancouver Island, including Howe Sound and as far north as Comox. This is a unique and special place, composed of 13 major islands and more than 450 smaller islands covering approximately 5200 square kilometres.

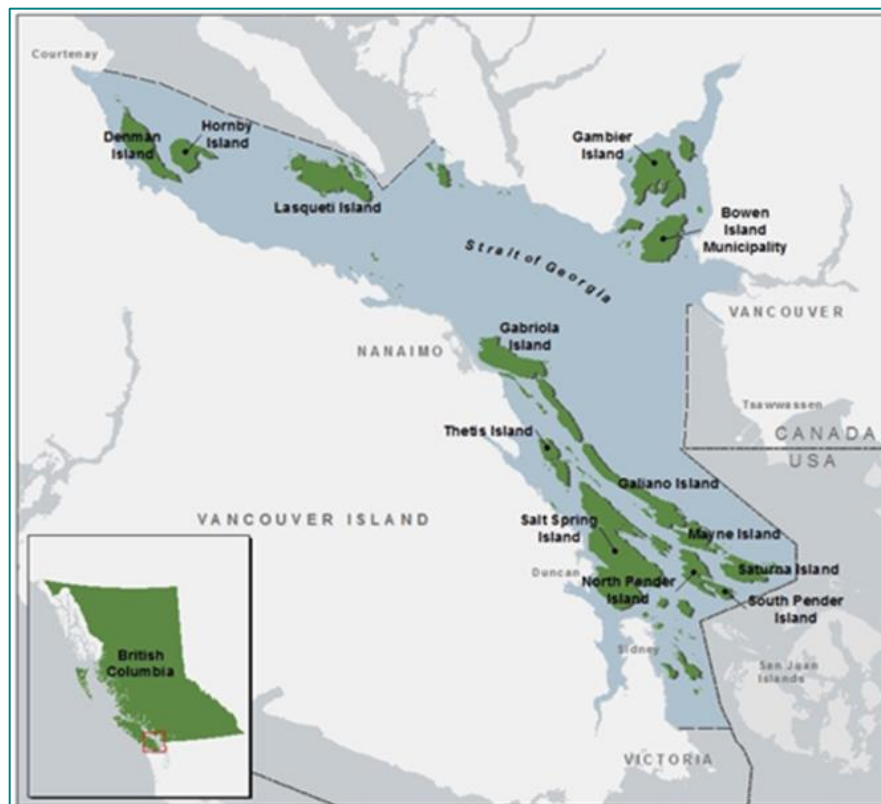
The beauty, tranquility, and sometimes fragile natural environment of the islands in

the Strait of Georgia and Howe Sound, characterized by an exceptional variety of species, have given the area national recognition.

The islands support strong communities characterized by a mix of lifestyles, livelihoods and individuals. Island residents bring unique skills, viewpoints and sense of place together to sustain a tradition of community involvement.

Our Provincial Object

‘to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia’



The Islands Trust Council

The Islands Trust Council has a unique mandate from the province to *preserve and protect* the amenities and environment of the Islands Trust Area, for the benefit of

residents and all British Columbians. It meets quarterly to make decisions about the Islands Trust's overall policy, advocacy positions, staff resources and budget. Trust Council consists of the 26 locally-elected trustees who also



Islands Trust Council 2014-2018 Photo: David Borrowman

sit on 12 local trust committees and 1 island municipality. There they have responsibilities for land use planning and regulatory decisions that are separate from their role at the

Islands Trust Council. The current Council was elected for a four-year term during BC Local General Elections in November 2014. Trustee terms will end in October 2018.

A Strategic Plan for the 2014-2018 Term

The [Islands Trust Policy Statement](#) is partially implemented through Trust Council's Strategic Plan. By identifying goals and developing a plan to achieve them, Council's Strategic Plan focuses finite resources and measures progress. After extensive review and public input in 2015, Trust Council confirmed the following focus areas for its 2014-2018 term:

Islands Trust Policy Statement Goal A - 'To Foster preservation and protection of the Trust Area's ecosystems'

This term, the Islands Trust will work towards this goal by focusing on:
Protecting the natural environment of islands, particularly by encouraging voluntary stewardship, expanding the Natural Areas Protection Tax Exemption Program ([NAPTEP](#)), and protecting high biodiversity area, such as riparian areas and Coastal Douglas-fir and associated ecosystems.

Protecting coastal shorelines and marine areas with land use planning tools and by advocating for appropriate oil spill prevention and response,

management of abandoned and derelict vessels, and for reducing the impacts of shellfish aquaculture practices and industrial marine activities.

Islands Trust Policy Statement Goal B - 'To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems'

The Islands Trust will work towards this goal by focusing on:
Reducing community ecological footprints through the

development of integrated community sustainability plans and supporting efficient and sustainable transportation systems and infrastructure

Protecting water quality and quantity with land use planning tools, coordination with other agencies, advocacy and education about water conservation.

Islands Trust Policy

Statement Goal C – ‘To sustain island character and healthy communities’

The Islands Trust will work towards this goal by focusing on:

Enhancing, protecting and restoring community character,

socio-economic diversity and economic sustainability – using land use planning tools that improve the availability of affordable, accessible and appropriate housing and promote economic sustainability.

Working with other agencies to promote economic sustainability and facilitate exploration of intra and inter-island transportation routes.

Investigating whether relocation of some or all of the Islands Trust Victoria Head Office might better serve the interests of Trust Area constituents.

Goal D – Effective, Efficient and Collaborative Governance

The Islands Trust will provide effective, efficient and collaborative governance by: *Strengthening relationships with First Nations.*

Improving cost effectiveness and resilience.

Improving cooperation and integration with other levels of government.

Improving community and agency understanding and support of the Islands Trust.

Improving community engagement and participation in Islands Trust work.

Strategic Plan Development

The Islands Trust Council’s policies give the Islands Trust’s Executive Committee responsibility for facilitating the review and amendment of Trust Council’s Strategic Plan.

To develop drafts of the plan, the Executive Committee adopted a process in early 2015 that would identify between seven and 12 priority **objectives**, along with related **strategies**, through consultation with each of Council’s three standing committees, the Islands Trust Conservancy, twelve local trust committees and Bowen Island Municipality.

After elections in November 2014, Trust Council members provided some initial input regarding strategic priorities for the coming term. In March 2015, a Trust Council workshop on strategic planning provided a further opportunity for trustees to consider strategic priorities. After a strategic planning workshop in June 2015, Trust Council endorsed a draft list of objectives and strategies for the purposes of public consultation, following further input from Council’s committees, local trust committees, the Islands Trust Conservancy Board and Bowen Island Municipality. In July and August 2015, members of the

public were invited to provide input regarding Trust Council’s potential strategic priorities. Almost 200 community members participated in a public survey about potential priorities and close to 50 sent their suggestions in individual emails and other correspondence. Trust Council’s advisory committees reviewed public input before they finalized their recommendations to Trust Council regarding the Strategic Plan.

In August and September 2015, the Executive Committee considered all input before

preparing a draft Strategic Plan for Trust Council's consideration in September 2015. After a further workshop and several amendments, Trust Council adopted the Strategic Plan included in Attachments 1 and 2 on September 17, 2015.

Attachment 1 focuses on the work that Trust Council, Council's standing and select committees, the Executive Committee and the Islands Trust Conservancy undertake throughout the Islands Trust Area. Activities on Attachment 1 are numbered with a letter 'T' prefix.

Attachment 2 focuses on the work of local trust committees, which are responsible for land use planning and regulation

within their respective local trust areas. Activities on Attachment 2 are numbered with a letter 'L' prefix.

The Strategic Plan identifies 10 strategic *objectives*, reflecting input from the public and from Islands Trust bodies (local trust committees, the Islands Trust Conservancy Board, Bowen Island Municipality and Council committees). It groups *objectives* and *strategies* according to broad goals found in the Islands Trust's Object and Policy Statement. It also indicates the *actions* that would help to implement some of the *strategies* and identifies which corporate bodies or staff units of the Islands Trust could take responsibility for the various *actions* identified.

The Strategic Plan indicates whether new resources will be needed for individual actions, how success will be measured and the status of each action. In some instances, actions are already underway, or carried forward from the 2011-2014 term.

The Islands Trust Council made some amendments and then confirmed its Strategic Plan in December 2015, after discussion of budget implications. *Final confirmation of Strategic Plan activities for 2016-2017 will take place in March 2016, upon adoption of the 2016-2017 budget.*



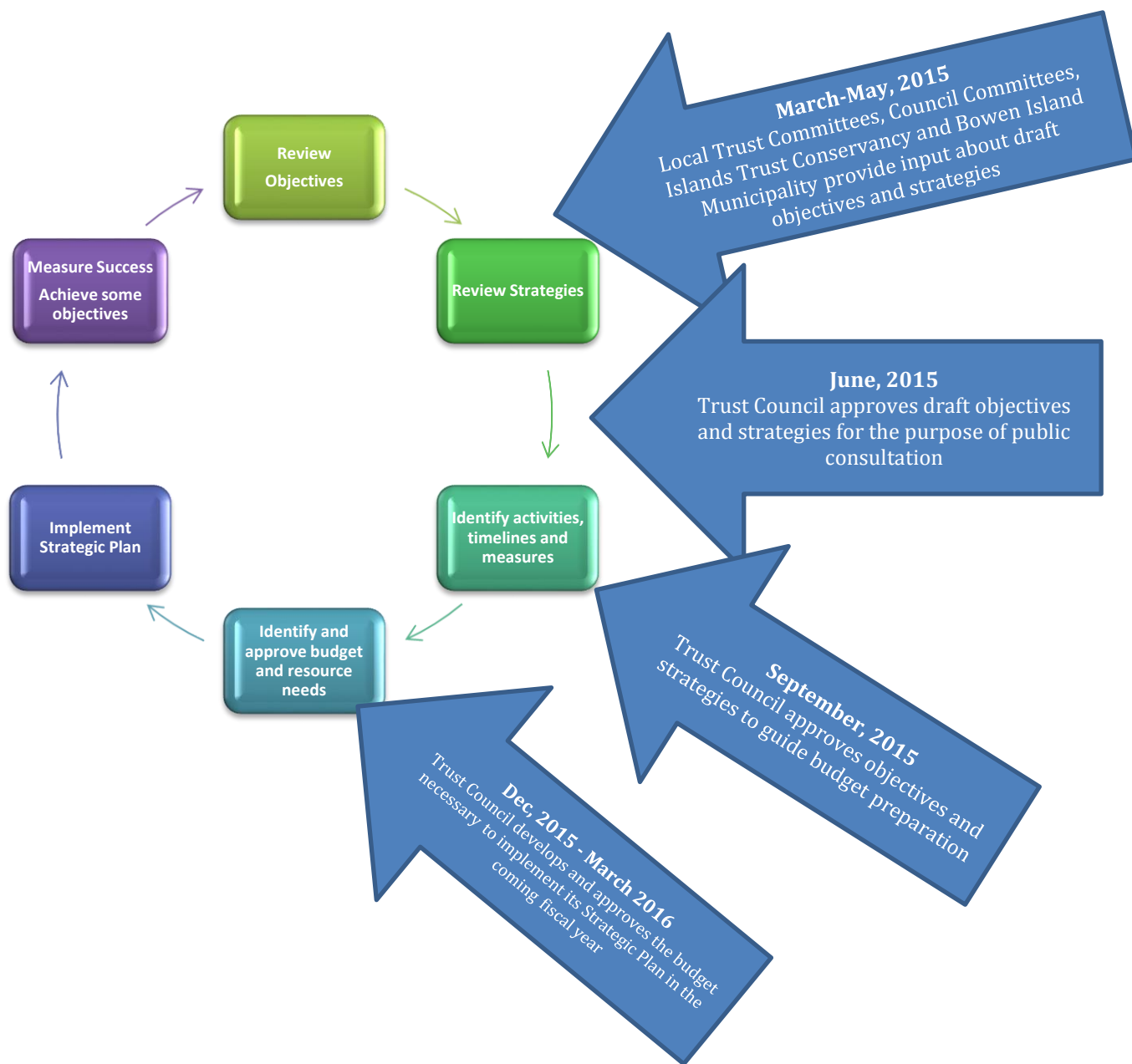
Georgia Point Lighthouse - Mayne Island Photo: Kristine Mayes

Islands Trust Strategic Plan Review Process

The following diagram summarizes the process that the Islands Trust Council uses to complete the initial

development of its Strategic Plan. The process is cyclical and the Plan will be continuously updated as some strategies are

completed and new ones may take their place.



Attachment 1 – Islands Trust Strategic Plan – 2014-2018

Policy Statement Goal A: *'To Foster preservation and protection of the Trust Area's ecosystems'*

1 PROTECT the natural environment of the Islands Trust Area

1.1 Encourage voluntary stewardship of the natural environment

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.1.1.1 Promote community participation in conservation through information sharing and education about private land stewardship options	ITC	Funded by operational budget and grant funding	By whether the Islands Trust Conservancy is actively promoting its conservation programs at community events, in publications and online	Ongoing – the ITC maintains a website with current events and communicates via Facebook, eNews and a newsletter. Programs are promoted on island as resources allow
T.1.1.2 Support island-based land trusts with partnerships, funding and capacity building opportunities	ITC	Funded by operational budget and donations	By the number of island conservation projects supported from private donations through the Opportunity Fund and the number of projects competed through partnerships	Opportunity Fund grants provided to Lasqueti Is. Nature Conservancy, Mayne Is. Conservancy, Galiano Conservancy Assoc. and Saturna Is. Wetyland Project. Moore Hill and Fairyslipper Forest acquisitions completed with partners. Salish View campaign nearing conclusion with over \$250,000 raised in collaboration with partners. .
T.1.1.3 Investigate collaborative opportunities for promoting voluntary stewardship options on mixed-use landscapes	ITC	Subject to future budget requests and grant funding	By whether ITC has considered tools, resources requirements and opportunities associated with mixed use landscape conservation.	Complete. ITC received feasibility study and provided to Trust Council for information.
T.1.1.4 Monitor and manage existing conservation are as to maintain and enhance biodiversity	ITC	Funded by operational budget	By the percentage of ITC properties being actively managed to enhance biodiversity	Ongoing – approximately 50% of ITC nature reserves are actively managed to enhance biodiversity
T.1.1.5 Create a Property Management Strategy incorporating monitoring and management of species at risk, invasive species and ecological restoration	ITC	Funded by operational budget	By whether the ITC approves a Property Management Strategy for implementation	Complete

1.2 Expand Natural Areas Protection Tax Exemption Program (NAPTEP) program to entire Islands Trust Area

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.1.2.2 Finalize letter of understanding with BIM re NAPTEP	EC	Funded by operational budget	By whether Trust Council and BIM have adopted a letter of understanding re NAPTEP	Complete
T.1.2.3 Launch NAPTEP on Bowen Island	ITC	Funded by operational budget	By whether ITC has launched NAPTEP on Bowen Island	Complete
T.1.2.4 Support efforts by Land Trust Alliance of BC to expand a conservation tax exemption program province-wide	ITC	Funded by operational budget	By whether the Province considers the implementation of a NAPTEP-like program	Complete. Staff presented at Species and Ecosystems at Risk Local Government Symposium and participated in two related working groups.

1.3 Protect fish habitat by implementing Riparian Areas Regulation

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
L.1.3.1 Identify RAR watersheds on Gambier and Lasqueti	LTCs	Funded in the 2014/15 program budget	By whether all RAR watersheds on Gambier and Lasqueti have been identified	Complete
L.1.3.2 Improve mapping of additional riparian areas in Gambier and Lasqueti LTAs	LTCs	Funded in 2015/16 program budget (\$15,000 for mapping in Gambier and Lasqueti LTAs)	By whether new mapping of riparian areas is complete	Complete
L.1.3.3 Adopt new bylaws to implement RAR on selected islands (Gabriola, Mayne, Salt Spring/Prevost, Thetis)	LTCs	Funded by 2015/16 program budget (\$1,500 for bylaw development on Thetis)	By whether Gabriola, Lasqueti, Mayne and Thetis are RAR compliant through bylaw development	Gabriola, Salt Spring, Prevost bylaws complete. Thetis in progress. Mayne bylaw amendment adopted.
L.1.3.4 Adopt new bylaws to implement RAR on all islands where still required (Denman, Lasqueti, Hornby, Gambier associated islands)	LTCs	Funded by 2015/16 program budget (\$5,000)	By whether Ballenas/Winchelsea, Denman, and Hornby are compliant with RAR through bylaw development	Complete. Gambier bylaws (Anvil, Bowyer) pending adoption.
L.1.3.5 Adopt new bylaws to implement RAR on all Lasqueti and Gambier watersheds	LTCs	Funded by 2015/16 program budget.	By whether all Gambier and Lasqueti watersheds are compliant with RAR through bylaw development	RAR bylaws completed for Lasqueti and Gambier Island. Gambier Island RAR bylaws under review.

1.4 Establish reliable, adequate and sustainable funding for the Islands Trust Conservancy

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.1.4.1 Seek legislative change regarding ITC corporate structure and name	EC/ITC	Funded by operational budget	By whether EC/ITC have requested legislative changes re ITC corporate structure and name	Complete
T.1.4.2 Develop and implement strategy to transition to new organizational name	ITC	Subject to future program budget	By whether ITC has implemented corporate status and name changes	Substantially complete. Communications plan prepared and reviewed by ITC and implemented by staff.
T.1.4.3 Review and launch long-term funding	ITC	Subject to future program budget	By whether ITC has reviewed and launched long-term funding strategy	Review in progress.

1.5 Protect high biodiversity areas identified in ITCs Regional Conservation Plan

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.1.5.1 Develop a land conservation strategy to protect high biodiversity areas (e.g. Coastal Douglas-fir)	ITC	Funded by operational budget	By whether ITC has developed a land conservation strategy to protect high biodiversity areas	Complete.
T.1.5.2 Protect land with high biodiversity, through acquisition, donation, or conservation covenant	ITC	Partial funding through base budget; acquisitions funded by donations and external grants	By whether ITC has protected at least 200 hectares of high biodiversity land in the timeframe of the Regional Conservation Plan 2011-2017	156.7 high priority hectares protected in the timeframe of the Regional Conservation Plan 2011-2017 (277.9 protected in total). An additional 21.9 ha protected in 2018.
T.1.5.3 Secure 20 hectares of conservation land on Thetis Island	ITC	Subject to external funding (grants and donations)	By whether a public nature reserve is created on Thetis Island	Complete. 37.6 hectares protected on Thetis, 16.6 hectares is publically-accessible.

1.6 Use land use planning tools to protect high biodiversity areas, using criteria from ITCs Regional Conservation Plan

Use Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
L.1.6.1 Amend land use bylaws to improve protection of high biodiversity areas.	LTCs/BIM	Subject to program budgets	By whether LTCs have amended land use bylaws to improve protection of high biodiversity areas	Gambier LTC DPA bylaws in progress for Anvil Island (unnamed creek) and Bowyer Island (Orchid Creek).

1.7 Use land use planning tools and decisions to protect Coastal Douglas-fir and associated ecosystems

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.1.7.1 Develop a planning tool kit to illustrate how to protect Coastal Douglas-fir and associated ecosystems	LPC	Subject to funding in future program budgets	By whether recommendations for planning tools have been prepared	In Progress. Completed
L.1.7.1 Use land use planning tools to protect Coastal Douglas-fir and associated ecosystems through land use planning.	LTCs	Subject to operational and program budgets	By the amount of Coastal Douglas fir and associated ecosystems that have been protected.	Not Started. Pending T.1.7.1

1.8 Advocacy re protection of ecosystems

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.1.8.1 Hire biologist to do a fallow-deer management plan in cooperation with First Nations	EC	Funded by operational budget	By whether the Trust Council Chair has hired a biologist to do a management plan in cooperation with First Nations	Not Initiated.

2 PRESERVE, PROTECT and ADVOCATE for coastal shorelines and marine areas within the Islands Trust Area

2.1 Use land use planning tools for shoreline protection

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.2.1.1 Develop a project charter to guide the work of LPC regarding shoreline/marine planning advice for LTCs/BIM	LPC	Funded by Operational budget	By whether LPC has adopted a project charter regarding shoreline/marine planning advice for LTCs/BIM	Not Initiated
T.2.1.2 Undertake work outlined in project charter regarding shoreline/marine planning	LPC	Subject to funding in 2016/17 program budget	By whether LPC has implemented project charter re shoreline/marine planning advice for LTCs/BIM	Not Initiated
T.2.1.3 Develop an inventory of available local government land use planning marine protection tools and develop general categories as to the level of protection these tools can provide (i.e. low, medium, high levels of protection.)	EC		Reported to TC at June Council meeting	Complete

T.2.1.4 Compile an inventory of the marine protection tools each local trust committee/island municipality utilizes.	EC			Complete
L.2.1.1 Improve public knowledge about sensitive shorelines	LTCs/BIM	Funded by operational budget	By whether mapping and other documents have been made available to public	Complete
L.2.1.2 Amend OCPs to improve shoreline protection	LTCs/BIM	Subject to program budget	By whether LTCs have amended their OCPs to improve shoreline protection	Ballenas-Winchelsea OCP includes a Shoreline DPA; Lasqueti shoreline protection project on hold; Keats Island shoreline protection project due to commence winter 2018.
L.2.1.3 Amend LUBs to improve shoreline protection	LTCs/BIM	Subject to program budget	By whether LTCs have amended their LUBs to improve shoreline protection	BIM has adopted a bylaw that regulates dock size for a part of Bowen

2.2 Encourage Voluntary Stewardship of Nearshore Ecosystems

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.2.2.1 Complete mapping of forage fish habitat for major islands	ITC	Funded by operational budget and external grants	By whether ITC has completed forage fish habitat mapping for major islands	Mapping for all major islands is complete. Awaiting delivery of data and reports for Gabriola and Saturna. Mapping for Sidney and James Islands currently underway with Thormanby Islands planned for 2019-2020 fiscal year.complete
T.2.2.2 Develop public outreach strategy including information about eelgrass and forage fish nearshore habitats to private landowners on selected islands	ITC	Funded by operational budget	By whether ITC has provided information to private landowners.	TAS and ITC staff supported the Denman Island LTC to produce a Denman Island Shoreline Brochure
L.2.2.1 Support Green Shores for Homes Program on Thetis Island	Thetis LTC/ITC	Subject to budget	By whether a pilot green shores for homes is undertaken on Thetis Island.	Complete

2.3 Advocate for oil spill prevention and response

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.2.3.1 Chair correspondence regarding shipping safety	EC	Funding by operational budget	By whether the Chair has sent correspondence to advocate for shipping safety	In Progress
T.2.3.2 Chair participation through a	EC	Funding by operational	By whether the Chair has sent a	Complete

letter of comment to hearings related to Kinder Morgan tanker traffic		budget	letter of comment regarding the Kinder Morgan pipeline proposal	
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2.4 Advocate for management of derelict and abandoned vessels

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.2.4.1 - Continue to advocate for senior government solutions to abandoned and derelict vessels	EC	Funded by operational budget	By whether the Islands Trust has continued to advocate for abandoned and derelict vessel solutions	In Progress. Chair presented in Ottawa to the federal Standing Committee of Transport, Infrastructure and Communities as an expert witness on abandoned vessels. FAQ produced.
T.2.4.2 - Staff participation in Joint Working Group for the Removal of Problem Vessels in BC	EC	Funded by operational budget	By whether staff are participating as members	Inactive.

2.5 Advocate to reduce negative impacts of shellfish aquaculture practices

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.2.5.1 Develop project charter and budget requests to build organizational capacity (knowledge and time) related to shellfish aquaculture advocacy	EC	Funded by operational budget	By whether EC has adopted a project charter and budget request for the 2017/18 budget	In Progress. UBCM resolution for 2018 and Chair letter requesting for ecosystem-based study of potential impacts of the Integrated Geoduck Management Framework 2017 on the health of the Salish Sea.

2.6 Advocate to reduce impacts of other industrial marine activities

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.2.6.1 Participate in Howe Sound Community Forum	EC	Funded by operational budget	By whether Chair has attended the Howe Sound Forum	In Progress. Trustees attended Howe Sound Forum May 2018
T.2.6.2 Advocate to reduce impacts of freighter anchorage activities	EC	Funded by operational budget	By the number of contacts with regulatory agencies	Ongoing. Chair met with the Minister of Transport and others and attended Ocean Protection Plan sessions.
T.2.6.3 Assist with community meetings about proposed anchorages near Gabriola Island and Plumper Sound	EC	Funded by operational budget	By whether staff have provided liaison support to Gabriola and Plumper Sound community members	Ongoing. Staff will assist with community meeting as requested

Policy Statement Goal B: *‘To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems’*

3 REDUCE community ecological footprints

3.1 Develop Integrated Community Sustainability Plans

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
L.3.1.1 Create a community profile as a basis for future planning in the Saturna LTA	Saturna LTC	Funded by 2015/16 operational budget	By whether a Saturna community profile has been created	In Progress
L.3.1.2 Create a project charter and cost estimates for development of an Integrated Community Sustainability Plan for one or more LTAs	LTCs	Funded by 2015/16 operational budget	By whether one or more LTCs has completed a project charter and cost estimates for development of an Integrated Community Sustainability Plan.	On SSILTC Long Project List. Early estimate cost of \$15,000. Grant Funding Denied
L.3.1.3 Develop one or more Integrated Community Sustainability Plan	LTCs	Subject to funding in 2016/17 program budget	By whether one or more LTC has developed an Integrated Community Sustainability Plan.	Not Initiated. On SSILTC Long Project List.

3.2 Support efficient and sustainable transportation systems and infrastructure

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.3.2.1 Develop a toolkit to assist LTCs and BIM in using land use planning tools to reduce community ecological footprints	LPC	Subject to funding in future budget	By whether LPC has developed a toolkit regarding land use planning tools to reduce community ecological footprints	Not Started.
L.3.2.4 Develop land use regulations to encourage cycling and electric vehicles	LTCs/BIM	Subject to program funding	By whether LTCs/BIM have developed land use regulations to encourage cycling and electric vehicles.	GB LTC includes DPA guidelines for electric vehicles and land use regulations for bicycle parking (applicable to multi-family and commercial uses)
L.3.2.6 Use land use planning tools to reduce community ecological footprint	LTCs/BIM	Subject to funding in future budget	By whether LTCs have developed bylaws or other measures based on the toolkit to reduce community ecological footprint	Not Initiated

4 PROTECT quality and quantity of water resources

4.1 Coordinate with other agencies to protect water quality and quantity

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
L.4.1.1 Coordinate implementation of the St. Mary Lake Integrated Watershed Management Plan	Salt Spring LTC	Funded by special tax requisition in future budgets	By whether the SSILTC is coordinating implementation of the St. Mary Lake Integrated Watershed Management Plan.	In Progress through SWIPPA.

4.2 Use land use planning tools to address issues of water quantity

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
L.4.2.1 Use land use planning tools to promote water conservation, such as through rainwater catchment and greywater recycling	LTCs/BIM	Funded by program budget in 2015/16. Subject to funding in 2016/17 program budget	By whether LTCs have amended land use regulations to promote water conservation.	Hornby OCP includes objectives and policies to promote water conservation; Hornby LUB includes DPA Guidelines.: SSILTC Watershed Management Project and SSIWPA includes addressing water quantity; rainwater catchment requirements for rezoning applications (GB LTC)

4.3 Advocate for and educate about water conservation measures (e.g. rainwater catchment, greywater recycling)

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.4.3.1 Develop project charter and budget requests to build organizational capacity (knowledge and time) related to advocacy and education re water conservation tools, such as through rainwater catchment and greywater recycling	TPC	Funded by operational budget	By whether TPC has adopted a project charter and budget request for building organizational capacity (knowledge and time) related to advocacy and education re water conservation tools	Complete. Well Water Workshops complete and brochure created.

T.4.3.2 Develop project charter for water conservation advocacy and education	TPC	Subject to approval of budget request (see T.4.3.1)	By whether TPC has adopted a project charter for water conservation advocacy and education	Complete
T.4.3.3 Implement project charter for water conservation advocacy and education	EC	Subject to approval of budget request (see T.4.3.1)	By whether TPC has implemented a project charter for water conservation advocacy and education	Complete. 11 workshops organized with associated communications products. Freshwater Sustainability Forum held in March 2018.

4.4 Use land use planning tools to protect water quality and quantity

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.4.4.1 Use land use planning tools to protect the quality of well water	LTCs/BIM	Funded by base budget in 2015/16	By whether LTCs have amended land use regulations to protect well water quality.	SSI LTC - Grantville Neighborhood project Bylaw 484 adopted July 21, 2016 Minister approval given to SSI LTC bylaw protecting potential impacts of agricultural activities in rural watershed zones GB LTC and GM LTC have considered restrictive covenants to address water issues in conjunction with major rezoning applications. GB LTC covenant registered.

Policy Statement Goal C: 'To sustain island character and healthy communities'

5 ENHANCE (protect/restore) community character, socio-economic sustainability

5.1 Use land use planning tools and decisions to improve the availability of affordable, accessible, appropriate housing (e.g. as described in Trust Council)

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.5.1.1 Develop a project charter to guide the work of LPC regarding	LPC	Funded by operational budget	By whether LPC has adopted a project charter regarding	Complete

affordable housing advice for LTCs/BIM			affordable housing advice for LTCs/BIM	
T.5.1.2 Undertake work outlined in project charter regarding affordable housing (community housing forum held June 2016)	LPC	Subject to funding in 2016/17 program budget.	By whether LPC has implemented project charter regarding affordable housing (by holding a community housing workshop)	Complete
T.5.1.3 Implement a co-ordination role for housing needs assessments between the various local trust areas and island municipalities to achieve efficiencies and compatibility, and to allow for consolidation.	LPC	Funded by operational budget		Complete.
T.5.1.4 Commissions one or more regional housing needs assessment(s) that follow consistent methodologies, and update with each census.	LPC	Subject to funding in 2017/18 program budget		Complete.
T.5.1.5 Explore and report back on the potential for Islands Trust entities to hold land for housing purposes.	LPC	Funded by operational budget		In Progress Report to council expected before end of 2017/18 Fiscal Year
L.5.1.1 Amend OCPs to include affordable housing policies	LTCs/BIM	Funded by 2015/16 program budget. Subject to funding in future program budgets	By whether LTCs and BIM have amended their OCPs to include new affordable housing policies	Gabriola LTC has completed OCP and LUB amendments to increase options for secondary suites. Gabriola LTC has initiated a Housing Options and Impacts Review project to consider housing policy and regulatory amendments. SSI LTC has designated Bylaw amendments that may permit using a TUP for temporary housing
L.5.1.2 Amend LUBs to improve availability of affordable housing	LTCs/BIM	Funded by 2015/16 program budget. Subject to funding in future program budgets	By whether LTCs and BIM have amended their LUBs to improve availability of affordable housing.	Galiano secondary suites and cottage size bylaws adopted. North Pender STVR policies adopted and bylaws amended to permit secondary suites. Community workshop held November/15; Gabriola LTC adopted LUB amendments to allow secondary suites in various configurations (attached and detached). SSI LTC has given first reading to a bylaw permitting year round occupancy of over 400 seasonal; SSI

				LTC has given third reading to a rezoning application permitting 74 affordable housing units (Croftonbrook);
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5.2 Use land use planning tools to promote economic sustainability

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.5.2.1 Develop a project charter to guide the work of LPC regarding economic sustainability	LPC	Funded by operational budget	By whether LPC has adopted a project charter regarding economic sustainability	Not Initiated
T.5.2.2 Undertake work outlined in project charter regarding economic sustainability	LPC	Subject to funding in future program budgets	By whether LPC has implemented project charter regarding economic sustainability	Not Initiated
L.5.2.1 Review commercial land use requirements and issues in Mayne LTA	Mayne LTC	Funded by 2015/16 program budget	By whether Mayne LTC has completed a review of commercial land use requirements and issues.	Bylaw referrals underway
L.5.2.2 Amend LUB to ensure an appropriate supply of land zoned for emerging industrial and /or commercial needs in the Salt Spring Island LTA	Salt Spring LTC		By whether SSILTC has amended LUB to ensure an appropriate supply of land zoned for emerging industrial and commercial needs	In Progress.
L.5.2.3 Improve planning for island villages	Salt Spring LTC Denman LTC	Funded by program budget in 2017/18	By whether SSILTC has completed a village planning project (Salt Spring Ganges Village Harbourwalk Project)	Project underway. SSI LTC has applied for SRW over crown land for harbourwalk; Denman LTC partnered with VIU Master of Community Planning Program to undertake a design charrette (community visioning) for the Denman Downtown/Village in September 2017.
L.5.2.4 Amend land use regulations in the Galiano LTA regarding home industry	Galiano LTC	Funded by program budget in 2015/16	By whether Galiano LTC has amended OCP and LUB to address home industry (Galiano Home-based Contractor Yards Review)	Complete.
L.5.2.7 Identify appropriate locations and scope for waste management facilities in the North Pender LTA	North Pender LTC	Funded by program budget in 2015/16	By whether North Pender LTC has determined appropriate locations and scope of waste management facilities (Land Use Planning for Waste Management Project)	Bylaws have received First and Second Reading. Project deferred for consideration by new LTC

L.5.2.8 Amend land use regulations regarding waste management facilities in the North Pender LTA	North Pender LTC	Subject to funding in future program budgets	By whether North Pender LTC has amended land use regulations regarding waste management facilities	Bylaws have received First Reading and Second Reading. Project deferred for consideration by new LTC
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5.3 Use land use planning tools to address challenges of an aging population

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
L.5.3.1 Create an age-friendly community plan in one LTA	North Pender LTC	Funded by grant and program budget in 2015/16	By whether North Pender LTC creates an age-friendly community plan	Complete

5.4 Work with other agencies to promote economic sustainability

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.5.4.1 Develop project charter and budget requests to build organizational capacity (knowledge and time) regarding advocacy for sustainable and appropriate agricultural policies	TPC	Funded by operational budget	By whether TPC has adopted a project charter and budget request regarding advocacy for sustainable and appropriate agricultural policies	Not Initiated
T.5.4.2 Develop project charter for sustainable and appropriate agricultural advocacy	TPC	Subject to approval of budget request (see T.5.4.1)	By whether TPC has adopted a project charter for sustainable and appropriate agricultural advocacy	Not Initiated
T.5.4.3 Implement project charter for sustainable and appropriate agricultural advocacy	EC	Subject to approval of budget request (see T.5.4.1)	By whether TPC has implemented project charter for sustainable and appropriate agricultural advocacy	Islands Trust Conservancy Chair and Islands Trust staff presented to the Minister of Agriculture's Advisory Committee on Revitalizing the ALR and the ALC. Chair wrote to follow-up in April. In June 2018 ALC Chair presented to Trust Council.

5.5 Investigate whether relocation of some or all of the Islands Trust Victoria Head Office might better serve the interests of Trust Area constituents

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.5.5.1 Develop Terms of Reference and appoint a Select Committee to study options for Victoria Office and/or job locations	MGMT	Funded by operational budget	By whether Trust Council has adopted Terms of Reference for a Select Committee and appointed members	Complete
T.5.5.4 Undertake study regarding	Select	Subject to funding in	By whether Select Committee has	Complete

Victoria office and/or job locations and make recommendations to Trust Council	Committee	2016/17 program budget	completed study regarding Victoria office and/or job locations	
T.5.5.5 Implement Trust Council decision regarding Victoria office and/or job locations	EC	Subject to funding in future program budgets	By whether Trust Council has implemented decision regarding Victoria office and/or job locations	Office upgrades in progress

5.6 Facilitate exploration of intra and inter-island transportation route

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.5.6.1 Develop a project charter and budget request regarding facilitation of exploration of intra and inter-island transportation routes	TPC	Funded by operational budget	By whether TPC has adopted a project charter regarding facilitation of exploration of intra and inter-island transportation routes	Not initiated.
T.5.6.2 Carry out project charter work regarding facilitation of exploration of intra and inter-island transportation routes	TPC	Subject to future funding (see 5.6.1)	By whether TPC has completed work identified in project charter regarding facilitation of exploration of intra and inter-island transportation routes	Not initiated.

5.7 Advocate for prevention of inter-islands bridges

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.5.7.1 Develop response to Gabriola bridge study	EC	Funded by operational budget	By whether EC responds to the Gabriola bridge study	Complete

Goal D: Effective, efficient and collaborative governance

6 STRENGTHEN relations with First Nations

6.1 Improve engagement with First Nations (please see section 9.1.4 - 9.1.7 for complementary activities)

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.6.1.1 Design and populate a contact database for staff and trustee use based on the provincial consultative database	EC	Funded by 2015/16 program budget \$10,000	By whether EC has created and populated a First Nations database.	Complete
L.6.1.1 Match UBCM Community to	LTCs	Funded by the 2015/16	By whether one or more	Complete

Community (C2C) funding for local meetings, including honoraria and travel for First Nation participation		program budget \$10,000	Community-to-Community meeting has been held.	Gambier LTC and Squamish First Nation C2C Forum held March 2016 Denman and Hornby LTCs and K'omoks C2C held June 2017 Thetis LTC and Lyackson C2C held November 2017
L.6.1.2 Develop an agreement with First Nations	LTCs/BIM	Subject to funding in future budgets	By whether an agreement with First Nations has been developed	Denman work program includes development of an agreement with the K'omoks First Nation Thetis work program includes development of agreements with Penelakut Tribe and Lyackson First Nation. Gabriola LTC adopted standing resolution on engagement with 8 Local First nations, and commitment to develop and renew agreements.

6.2 Improve protection of archaeological and First Nations cultural resources (please see sections 9.1.4 - 9.1.7 for complementary activities)

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.6.2.1 Hold an educational Trust Council session about archeological site protection concerns.	EC	Funded by operational budget	By whether Trust Council has held an educational session about archeological site protection concerns	Complete
L.6.2.1 Amend OCPs/LUBs to improve archaeological site protection in one LTA	LTCs	Subject to funding in future budgets	By whether the OCP/LUB has been amended to improve archaeological site protection in one LTA	SSI LTC referred copies of SSI Heritage Site Inventory Study to First Nations in Feb. 2017.

7 IMPROVE organizational cost effectiveness and resilience

7.1 Improve cost-effectiveness and quality of Trust Council operations

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.7.1.1 Amend Trust Council Meeting Procedures Bylaw to enable electronic	EC	Funded by operational budget	By whether Trust Council has amended the Meeting Procedures	Complete

attendance at TC meetings (re Electronic Meetings Regulation)			Bylaw	
T.7.1.2 Review and update Trust Council policies and procedures	EC	Funded by operational budget	By whether Trust Council has adopted a program for review and update of its policies and procedures	In Progress
T.7.1.3 Undertake Information Technology system audit and performance review	FPC	Funded by operational budget	By whether FPC has completed an Information Technology System audit and performance review.	Complete
T.7.1.4 Increase opportunities for Trust Council to engage in in-depth discussion about its vision, goals, mandate and activities	EC	Funded by operational budget	By whether Executive Committee has been scheduled time for in-depth Trust Council discussions	Vision statement referred to December 2017 Trust Council meeting

7.2 Prepare Island Trust organization to adapt to the potential incorporation of Salt Spring Island

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.7.2.1 Identify Transition Plan, with principles, objectives and options	EC/FPC	\$5000 funding provided by Province. Balance of fun	By whether Trust Council has adopted a Transition Plan, including principles, objectives and options for an Adaptation Strategy regarding the potential incorporation of SSI	Complete
T.7.2.2 Develop detailed Islands Trust Adaptation Strategy to implement in the event of municipal incorporation of Salt Spring Island	EC/FPC	Subject to future budget	By whether EC/FPC have developed a detailed Adaptation Strategy	Not Applicable, Salt Spring Island voted against incorporation
T.7.2.3 Finalize and adopt detailed Adaptation Strategy to implement in the event of municipal incorporation of Salt Spring	EC/FPC	Subject to future budgets	By whether Trust Council has finalized and adopted a detailed adaptation strategy	Not Applicable, Salt Spring Island voted against incorporation
T.7.2.4 Review and update existing IT-MCSCD protocol agreement regarding incorporation of municipalities in the Islands Trust Area	EC	Funded by operational budget	By whether Trust Council and MCSCD have reviewed/updated protocol agreement regarding incorporation of municipalities in the Island Trust Area	Complete

8 IMPROVE cooperation and integration with other levels of government

8.1 Negotiate new protocol agreement and letter of understanding with the Ministry of Forests, Lands and Natural Resources Operations in regards to Crown land tenures

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
FY 2016/17 T.8.1.1 Revise and consolidate six agreements with the Province regarding Crown Land in the Islands Trust Area	EC/TPC	Funded by operational budget	By whether the Trust Council and the Minister responsible have amended and approved new protocol agreement and letter of understanding regarding Crown Land in the Islands Trust Area.	In Progress

8.2 Explore opportunities and benefits of cooperating with First Nations and others to seek nominations of the Trust Area as a UN Biosphere Reserve

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.8.2.1 Develop project charter and budget request re Biosphere Reserve	TPC	Funded by operational budget	By whether TPC has adopted a project charter re Biosphere Reserve	Funding requested in 2018/19 fiscal year budget.
T.8.2.2 Implement project charter re Biosphere Reserve	TPC	Subject to funding in future program budget (See 8.3.1)	By whether TPC has implemented project charter re Biosphere Reserve	Not initiated

9 IMPROVE community and agency understanding and support of the Islands Trust

9.1 Review the Islands Trust Policy Statement

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.9.1.1 Amend policies administering the Islands Trust Policy Statement	TPC	Funded by operational budget	By whether Trust Council has amended the policies administering the Islands Trust Policy Statement	Complete
T.9.1.2 Develop a project charter and budget request regarding a Phase 1 (State of the Islands report) of targeted update of the Islands Trust Policy Statement	TPC	Funded by operational budget	By whether TPC has recommended a project charter and budget request regarding a Phase 1 of targeted update of the Islands Trust Policy Statement	Complete
T.9.1.3 Implement project charter regarding Phase A (State of Island report) of the targeted update of the	TPC	Funded by Policy Statement project budget	By whether Trust Council has endorsed TPCs State of the Islands Report as Phase 1 of a	Report delivered in Sept 2016. Communications products in progress

Policy Statement			targeted update of the Policy Statement	
T.9.1.4 Develop a project charter regarding Phase B of targeted update of the Policy Statement (First Nations and public engagement process to prepare for Policy Statement amendment topics)	TPC	Funding by Policy Statement project budget	By whether Trust Council has endorsed TPCs project charter for a First Nations and public engagement process to prepare for Policy Statement topics amendment process	Complete
T.9.1.5 Undertake a First Nations and public engagement process to prepare for Policy Statement amendment topics	TPC/EC	Funded by Policy Statement project budget and base communications budget with some activities subject to 2017/18 program funding	By whether TPC/EC has undertaken a First Nations public engagement process	In Progress
T.9.1.6 Develop a project charter and budget request regarding Phase C of the targeted update of the Policy Statement (Cooperative review with First Nations and planning of Policy Statement amendment process)	TPC	Subject to funding in 2016/17 program budget	By whether Trust Council has endorsed TPC	Complete
T.9.1.7 Implement project charter regarding Phase C (Cooperative review with First Nations and planning of Policy Statement amendment process)	TPC/EC	Subject to funding in 2017/18 program budget	By whether TPC/EC has undertaken a cooperative review with First Nations and planning of Policy Statement amendment process	In Progress
T.9.1.8 Develop a draft bylaw to update selected Policy Statement topics	TPC/EC	Subject to funding in 2017/18 program budget	By whether EC and TPC have developed a draft bylaw to update selected Policy Statement topics	Not Initiated
T.9.1.9 Develop a draft bylaw to update selected Policy Statement topics	TPC/EC	Subject to funding in 2017/18 program budget	By whether EC and TPC have undertaken a multi-stakeholder engagement process and developed a draft bylaw to update selected Policy Statement topics	Not Initiated
T.9.1.10 Develop a bylaw for Trust Council third reading to update selected Policy Statement topics	TPC/EC	Subject to funding in 2017/18 program budget	By whether by Trust Council has given third reading to a bylaw and forwarded for ministerial approval	Not Initiated
T.9.1.11 Adopt bylaw to update	EC	Funded by operational	By whether Trust Council has	Not Initiated

selected Policy Statement topics		budget	adopted a bylaw to update selected Policy Statement topics	
T.9.1.12 Raise public awareness of the role and importance of the Policy Statement in shaping the future of the islands	EC	Funded by operational program budget		See 9.1.6
T.9.1.13 Develop an effective and progressive program to establish a spirit of reconciliation with First Nations	EC	Funded by program budget	Variety of changes in First Nations outreach implemented	In Progress

9.2 Improve communications about the Islands Trust object and history

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.9.2.2 Implement adopted communications plan for 2015/16	EC	Funded by operational budget	By whether EC has implemented communications plan	Complete. Draft communications strategy in progress.

9.3 Engage communities and agencies in reviewing and updating planning bylaws

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
L.9.3.1 Local Trust Committees engage with communities and agencies in reviewing and updating planning bylaws on a regular basis	LTCs	Funded by operational budget and projects budget	By whether communities have been engaged in the review and updating of planning bylaws	Local Trust Committees routinely engage public, agency and First Nations in their application and project processes

9.4 Investigate the use of Alternative Dispute Resolution in Bylaw Enforcement

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
T.9.4.1 Review Bylaw Enforcement policy to consider potential amendments to recognize Alternate Dispute Resolution	EC	TBD	By whether EC has reviewed Trust Council	Preliminary report prepared for EC regarding Alternate Dispute Resolution

10 IMPROVE community engagement and participation in Islands Trust work

10.1 Improve communications and availability of information about Islands Trust activities

Activity and Phase	Who would	Is funding required	Comment	Status
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	work on it?	or in place?		
T.10.1.1 Enhance public engagement on 2016/17 budget consultations	EC/FPC	Funded by operational budget	By whether public engagement regarding the 2016/17 budget was increased	Complete

11 INVESTIGATE the principle of amending the Islands Trust Act

11.1 INVESTIGATE the principle of amending the Islands Trust Act

Activity and Phase	Who would work on it?	Is funding required or in place?	Comment	Status
Project Charter and process principles identified	EC	TBD	TBD	Presented to Trust Council, Sept 2017
Workshop to identify preferred legislative changes Met with Minister on Jan 2018	EC EC	NA	Analysis provided to TC Dec 2017	Workshop held at Dec Trust Council, 2017 Report to March 2018 Trust Council for further analysis of options. Sept. 2018 Trust Council selected amendments to request Letter sent to Minister in Dec 2018

*If you are reading a print version of this Strategic plan, you can access hyperlinks by going to the online version at:
<http://www.islandstrust.bc.ca/trust-council/strategic-plan/>*

Abbreviations:

BIM – Bowen Island Municipality
C2C – Community to Community
EC – Executive Committee
FPC – Financial Planning Committee
FY – Fiscal Year
IT – Islands Trust
ITC – Islands Trust Conservancy
LPC – Local Planning Committee
LTA – Local Trust Area

LTC – Local Trust Committee
LUB – Land Use Bylaw
MMAH – Ministry of Municipal Affairs and Housing
NAPTEP – Natural Area Protection Tax Exemption Program
OCP – Official Community Plan
RAR – Riparian Areas Regulation
SSI – Salt Spring Island
STVR – Short Term Vacation Rental

TAS – Trust Area Services
TBD – To Be Determined
TC – Trust Council
TPC – Trust Programs Committee
UBCM – Union of BC Municipalities
UN – United Nations
UNESCO – UN Educational, Scientific and Cultural Organization

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 - 4. Linda Adams -- Lasqueti Island Children's' Marimba Band, Lasqueti Community Hall
 - 5. Kristine Mayes – Denman Island

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ISLANDS TRUST COUNCIL
RESOLUTION WITHOUT MEETING MINUTES

RESOLUTION WITHOUT MEETING NO. TC-RWM-2018-005

The following matter is considered urgent and necessary in order for the Council Committees to hold their first meetings before January 2019 Trust Council meeting. Chair Peter Luckham recommends the following trustees to Council committees, in accordance with s. B.1.2 of Trust Council Policy 2.3.1. That policy indicates that, for these appointments to be final, they should be ratified by Trust Council.

It was Moved by Vice-Chair Dan Rogers and Seconded by Vice-Chair Laura Patrick:

That the Islands Trust Council ratify Council committee appointments as indicated on the document entitled 'Islands Trust Council Advisory Committees Membership - 2018-2022', dated November 14, 2018.

<u>TRUSTEES CONTACTED</u>	<u>DATE VOTE RECEIVED</u>	<u>VOTE</u>
Ben McConchie	November 15, 2018	In Favour
Paul Brent	November 15, 2018	In Favour
Kate-Louise Stamford	November 15, 2018	In Favour
Laura Busheikin	November 15, 2018	In Favour
Jane Wolverton	November 15, 2018	In Favour
Dan Rogers	November 15, 2018	In Favour
Steve Wright	November 15, 2018	In Favour
Kees Langereis	November 15, 2018	In Favour
Peter Luckham	November 15, 2018	In Favour
Peter Grove	November 15, 2018	In Favour
David Critchley	November 15, 2018	In Favour
Cameron Thorn	November 15, 2018	In Favour
Doug Fenton	November 15, 2018	In Favour
Timothy Peterson	November 15, 2018	In Favour
Scott Colbourne	November 15, 2018	In Favour
Sue Ellen Fast	November 15, 2018	In Favour
Tahirih Rockafella	November 15, 2018	In Favour
Peter Johnston	November 15, 2018	In Favour
Laura Patrick	November 15, 2018	In Favour
Alex Allen	November 16, 2018	In Favour
Lee Middleton	November 16, 2018	In Favour
Michael Kaile	November 17, 2018	Opposed
Jeanine Dodds	November 20, 2018	In Favour
David Maude	November 20, 2018	In Favour

TRUSTEES VOTE NOT AVAILABLE

Deb Morrison

FINAL VOTE COUNT

23 IN FAVOUR
1 OPPOSED
CARRIED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE ISLANDS TRUST ACT ON NOVEMBER 20, 2018.



CHAIR'S SIGNATURE



RECORDER'S SIGNATURE

ISLANDS TRUST COUNCIL
RESOLUTION WITHOUT MEETING MINUTES

RESOLUTION WITHOUT MEETING NO. TC-RWM-2018-006

The following matter is considered urgent and necessary in order to add Trustee David Maude to Local Planning Committee members list. Trustee David Maude's name was inadvertently left off the list of Local Planning Committee members recommended by Chair Peter Luckham.

It was Moved by Chair Peter Luckham and Seconded by Vice-Chair Dan Rogers:

That David Maude be added as a member of the Local Planning Committee in the "Islands Trust Council Advisory Committees membership – 2018-2022, dated November 14, 2018" as ratified by Islands Trust Council.

<u>TRUSTEES CONTACTED</u>	<u>DATE VOTE RECEIVED</u>	<u>VOTE</u>
Laura Busheikin	November 29, 2018	In Favour
David Critchley	November 29, 2018	In Favour
Cameron Thorn	November 29, 2018	In Favour
Tahirih Rockafella	November 29, 2018	In Favour
Michael Kaile	November 29, 2018	In Favour
Dan Rogers	November 29, 2018	In Favour
Scott Colbourne	November 29, 2018	In Favour
Peter Grove	November 29, 2018	In Favour
Kate-Louise Stamford	November 29, 2018	In Favour
Peter Luckham	November 29, 2018	In Favour
Steve Wright	November 29, 2018	In Favour
Timothy Peterson	November 29, 2018	In Favour
Kees Langereis	November 29, 2018	In Favour
Lee Middleton	November 29, 2018	In Favour
Paul Brent	November 29, 2018	In Favour
Sue Ellen Fast	November 29, 2018	In Favour
Alex Allen	November 29, 2018	In Favour
David Maude	November 29, 2018	In Favour
Jeanine Dodds	November 29, 2018	In Favour
Laura Patrick	November 29, 2018	In Favour
Jane Wolverton	November 29, 2018	In Favour
Benjamin McConchie	November 29, 2018	In Favour
Peter Johnston	December 2, 2018	In Favour
Deb Morrison	December 6, 2018	In Favour

TRUSTEES VOTE NOT AVAILABLE
Doug Fenton

FINAL VOTE COUNT

24 IN FAVOUR
OPPOSED
CARRIED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON DECEMBER 6, 2018.

CHAIR'S SIGNATURE

RECORDER'S SIGNATURE

ISLANDS TRUST COUNCIL
RESOLUTION WITHOUT MEETING MINUTES

RESOLUTION WITHOUT MEETING NO. TC-RWM-2018-007

The following matter is considered urgent and necessary in order to proceed with the Hornby Island Local Trustee by-election. The Islands Trust has a statutory requirement to hold a by-election to fill the vacant trustee position on Hornby Island. The beginning of the by-election process is the appointment of a Chief Election Officer. Once the Chief Election Officer has been appointed, the by-election must be held on a Saturday within 80 days. General voting day for this by-election is proposed for March 2, 2019. Staff have conducted an analysis to arrive at the recommendation below.

It was Moved by Vice Chair Dan Rogers and Seconded by Vice Chair Sue Ellen Fast:

That Islands Trust Council appoint Peter Crawford as the Chief Election Officer and Carmen Thiel as the Deputy Election Officer effective December 20, 2018, for the purpose of carrying out a by-election to fill the vacancy for local trustee on Hornby Island.

<u>TRUSTEES CONTACTED</u>	<u>DATE VOTE RECEIVED</u>	<u>VOTE</u>
Sue Ellen Fast	December 7, 2018	In Favour
Michael Kaile	December 7, 2018	In Favour
Kees Langereis	December 7, 2018	In Favour
Peter Grove	December 7, 2018	In Favour
Laura Bushkeikin	December 7, 2018	In Favour
Peter Johnston	December 7, 2018	In Favour
Benjamin McConchie	December 7, 2018	In Favour
Dan Rogers	December 7, 2018	In Favour
Kate-Louise Stamford	December 7, 2018	In Favour
David Maude	December 7, 2018	In Favour
Laura Patrick	December 7, 2018	In Favour
Paul Brent	December 7, 2018	In Favour
Alex Allen	December 7, 2018	In Favour
Jeanine Dodds	December 7, 2018	In Favour
Peter Luckham	December 7, 2018	In Favour
Cameron Thorn	December 7, 2018	In Favour
Scott Colbourne	December 7, 2018	In Favour
Steve Wright	December 7, 2018	In Favour
Doug Fenton	December 8, 2018	In Favour
Jane Wolverton	December 9, 2018	In Favour
Deb Morrison	December 9, 2018	In Favour
Tahirih Rockafella	December 10, 2018	In Favour
David Critchley	December 10, 2018	In Favour
Lee Middleton	December 10, 2018	In Favour
Timothy Peterson	December 12, 2018	In Favour

TRUSTEES VOTE NOT AVAILABLE

FINAL VOTE COUNT

25 IN FAVOUR
OPPOSED
CARRIED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON DECEMBER 12, 2018.

CHAIR'S SIGNATURE

RECORDER'S SIGNATURE



Trust Council Minutes of a Quarterly Meeting

Date: November 6, 7 and 8 2018

Parkside Hotel & Spa

Location: 810 Humboldt Street, Victoria BC

Members Present: Peter Luckham, Thetis Island Trustee
Laura Busheikin, Denman Island Trustee
Jane Wolverton, Galiano Island Trustee
Kate-Louise Stamford, Gambier Island Trustee
Alex Allen, Hornby Island Trustee
Peter Johnston, Lasqueti Island Trustee
David Maude, Mayne Island Trustee
Jeanine Dodds, Mayne Island Trustee
Laura Patrick, Salt Spring Island Trustee
Peter Grove, Salt Spring Island Trustee
Paul Brent, Saturna Island Trustee
David Critchley, Denman Island Trustee
Kees Langereis, Gabriola Island Trustee
Scott Colbourne, Gabriola Island Trustee
Tahirih Rockafella, Galiano Island Trustee
Dan Rogers, Keats/Gambier Island Trustee
Timothy Peterson, Lasqueti Island Trustee
Deb Morrison, North Pender Trustee
Benjamin McConchie, North Pender Trustee
Lee Middleton, Saturna Island Trustee
Cameron Thorn, South Pender Island Trustee
Steve Wright, South Pender Island Trustee
Doug Fenton, Thetis Island Trustee
Michael Kaile, Bowen Island Municipal Trustee
Sue Ellen Fast, Bowen Island Municipal Trustee

Staff Present: Russ Hotsenpiller, Chief Administrative Officer
Carmen Thiel, Legislative Services Manager
David Marlor, Director Local Planning Services
Clare Frater, Director, Trust Area Services
Julia Mobbs, Director, Administrative Service
Lori Foster, Executive Coordinator (Recorder)
Kate Emmings, Acting Manager Islands Trust Conservancy November 7
Miles Drew, Bylaw Enforcement Manager, November 8
Jas Chonk, Legislative Service Clerk, November 8
Mark Van Bakel, Senior Technical Analyst, November 8

1. CHAIR'S WELCOME REMARKS AND INTRODUCTIONS

Chair Luckham opened the meeting at 8:37 a.m. and acknowledged the meeting was taking place on the lands of the Lekwungen peoples.

1.1 Call to Order/Notice of New Items

Chair Luckham called the meeting to order at 8:48 a.m.

A request to discuss First Nations was suggested. It was noted that there will be a training session in January.

For consideration to add to the agenda:
11.7 Provision of laptops

1.2 Approval of Agenda

By General Consent, the agenda was approved as amended.

2. THE BIG PICTURE: AN OVERVIEW OF THE ISLANDS TRUST

Chief Administrative Office (CAO) Hotsenpiller addressed Trust Council and provided a Power Point presentation.

The meeting was recessed for a break at 10:00 a.m. and reconvened at 10:21 a.m.

3. NOTICE OF ELECTIONS AND INTENT

Legislative Services Manager (LSM) Thiel introduced the session and briefed Trust Council on the election process.

4. GOVERNANCE AND GETTING THINGS DONE

CAO Hotsenpiller presented the session using a Power Point presentation and introduced staff who presented overviews of their departments.

The meeting recessed for lunch at 12:00 p.m. and reconvened at 1:15 p.m.

5. COUNCIL ROUNDTABLE - WHAT'S IMPORTANT

CAO Hotsenpiller introduced the session by reviewing current and past advocacy projects including a brief introduction to the Strategic Plan.

A round table ensued and trustees spoke to topics which included:

- What is important to your Islands,
- What is important to you as a trustee,
- How are you going to make a difference for your community and the Islands Trust?

The meeting recessed for a break at 3:07 p.m. and reconvened at 3:35 p.m.

6. TRUSTEE QUESTIONS AND ANSWERS

CAO Hotsenpiller introduced the session opening the floor to Trust Council for a question and answer period.

General discussion ensued with a focus on the affordable housing issue, short term vacation rentals, building codes and water resources.

7. CANDIDATE PRESENTATIONS AND QUESTIONS FROM TRUSTEES

Legislative Services Manager (LSM) Thiel introduced the session.

Candidates for Executive Committee presented their campaign statements for consideration. The following trustees presented:

- Sue Ellen Fast for Vice Chair
- Peter Luckham for Chair
- Benjamin McConchie for Vice Chair
- Laura Patrick for Vice Chair
- Timothy Peterson for Vice Chair
- Dan Rogers for Vice Chair
- Steve Wright for Chair

Followed by questions – none.

Islands Trust Conservancy candidate presentations followed:

- Doug Fenton
- Peter Johnston
- Kate-Louise Stamford
- Jane Wolverton

LSM Thiel called for any other candidates wishing to put their names forward. There were none and no questions followed.

The meeting was recessed for the day at 4:56 p.m.

The meeting reconvened Thursday, November 8 at 8:32 a.m.

Chair Luckham opened the meeting and acknowledged the meeting was being held on lands of the Lekwungen peoples.

8. BUDGETING

Director Mobbs presented the budget session using a Power Point presentation.

9. LOCAL PLANNING SERVICES SESSION

Director Marlor presented the local planning services session and Bylaw Enforcement Manager (BEM) Drew spoke to bylaw enforcement. LSM Thiel reviewed meeting procedures with a focus on the local trust committees.

Questions regarding town hall sessions ensued.

The meeting was recessed for a break at 9:57 a.m. and reconvened at 10:15 a.m.

10. ELECTIONS

LSM Thiel presided over the elections process stating the first order of business was to elect a scrutineer from Trust Council.

TC-2018-102

It was MOVED by Trustee Fast and SECONDED by Trustee Dodds,

To nominate and elect Trustee Grove as the scrutineer for the elections process.

CARRIED

Chair Elections

The following nominations were made for the position of Chair of Islands Trust Council:

TC-2018-103

It was MOVED by Trustee Fast and SECONDED by Trustee Dodds,

To nominate Trustee Luckham for the position of Chair of Islands Trust Council.

CARRIED

Trustee Luckham accepted the nomination.

TC-2018-104

It was MOVED by Trustee Brent and SECONDED Trustee Rockafella,

To nominate Trustee Wright for the position of Chair of Islands Trust Council.

CARRIED

Trustee Wright accepted the nomination.

LSM Thiel called three times for any further nominations, hearing none the elections were conducted by secret ballot.

As scrutineer, Trustee Grove left the room with LSM Thiel and Legislative Services Clerk, Jas Chonk, to count the votes.

At 10:20 a.m. Trustee Luckham was declared the Chair of Islands Trust Council for the term 2018-2020 noting this would be his second term as Chair.

Vice Chair Elections

The following nominations were made for the three (3) Vice Chair positions for the Executive Committee of Islands Trust Council:

TC-2018-105

It was MOVED by Trustee Brent and SECONDED Trustee Busheikin,

To nominate Trustee McConchie for the position of Vice Chair of Islands Trust Council.

CARRIED

Trustee McConchie accepted the nomination.

TC-2018-106

It was MOVED by Trustee Grove and SECONDED Trustee Dodds,

To nominate Trustee Patrick for the position of Vice Chair of Islands Trust Council.

CARRIED

Trustee Patrick accepted the nomination.

TC-2018-107

It was MOVED by Trustee Critchley and SECONDED Trustee Stamford,
To nominate Trustee Rogers for the position of Vice Chair of Islands Trust Council.

CARRIED

Trustee Rogers accepted the nomination.

TC-2018-108

It was MOVED by Trustee Wolverton and SECONDED Trustee Grove,
To nominate Trustee Fast for the position of Vice Chair of Islands Trust Council.

CARRIED

Trustee Fast accepted the nomination.

TC-2018-109

It was MOVED by Trustee Allen and SECONDED Trustee Thorn,
To nominate Trustee Peterson for the position of Vice Chair of Islands Trust Council.

CARRIED

Trustee Peterson accepted the nomination.

Legislative Services Manager (LSM) Thiel called three times for any further nominations, hearing none the election was conducted by secret ballot.

As scrutineer, Trustee Grove left the room with LSM Thiel and Legislative Services Clerk, Jas Chonk, to count the votes.

At 10:40 a.m. the following trustees three (3) trustees were declared Vice Chairs of Islands Trust Council for the term 2018-2020:

- Trustee Fast,
- Trustee Rogers,
- Trustee Patrick.

Election to the board of the Islands Trust Conservancy

The following nominations were made for the two (2) positions to the board of the Islands Trust Conservancy:

TC-2018-110

It was MOVED by Trustee Dodds and SECONDED Trustee Allen,
To nominate Trustee Stamford for the position of board member of the Islands Trust Conservancy.

CARRIED

Trustee Stamford accepted the nomination.

TC-2018-111

It was MOVED by Trustee Fast and SECONDED Trustee Rockafella,

To nominate Trustee Wolverton for the position of board member of the Islands Trust Conservancy.

CARRIED

Trustee Wolverton accepted the nomination.

TC-2018-112

It was MOVED by Trustee Colbourne and SECONDED Trustee Peterson,

To nominate Trustee Johnston for the position of board member of the Islands Trust Conservancy.

CARRIED

Trustee Johnston accepted the nomination.

TC-2018-113

It was MOVED by Trustee Patrick and SECONDED Trustee Allen,

To nominate Trustee Fenton for the position of board member of the Islands Trust Conservancy.

CARRIED

Trustee Fenton accepted the nomination.

Legislative Services Manager (LSM) Thiel called three times for any further nominations, hearing none the election was conducted by secret ballot.

As scrutineer, Trustee Grove left the room with LSM Thiel and Legislative Services Clerk, Jas Chonk, to count the votes.

At 10:50 a.m. the following two (2) trustees were declared elected to the board to the Islands Trust Conservancy for the term 2018-2020:

- Trustee Stamford,
- Trustee Fenton.

At 10:52 a.m. Trustees Allen and Brent left the meeting.

11. BUSINESS DECISION ITEMS

11.1 Follow Up Action List

Presented for information.

11.2 September Trust Council Minutes

By General Consent the minutes were adopted as presented.

11.3 Priorities Chart

By General Consent the Priorities Chart was received as presented.

11.4 Selection of 2019 Trust Council Meeting Locations – RFD

General discussion ensued around the December location for Trust Council meeting ensued.

TC-2018-114

It was MOVED by Trustee Grove and SECONDED by Trustee Dodds,

That the following dates and locations be adopted for the 2019 Trust Council meetings:

- March 12-14 Galiano Island
- June 18-20 Gabriola Island
- September 17-19 Bowen Island
- December 3-5 Victoria

CARRIED

11.5 Orientation for Executive Committee – Briefing

Chief Administrative Officer (CAO) Hotsenpiller spoke to the briefing for the orientation of the newly elected Executive Committee.

11.6 Islands Trust Representation on the Gulf Islands National Park Reserve Advisory Board – RFD

Director Frater presented the Request for Decision (RFD).

TC-2018-115

It was MOVED by Trustee Stamford and SECONDED Trustee Peterson,

That the Islands Trust Council recommend to Parks Canada that Trustee Middleton be Trust Council's liaison to the Gulf Islands National Park Reserve and direct that the Executive Committee recommend an Islands Trust Council Vice-Chair who is Chair of a Local Trust Committee affected by National Park policies as an additional Islands Trust Council liaison.

Discussion ensued on friendly amendments to motion which would accommodate Trustee Morrison's interest as an alternate liaison to the GINPR.

Trustee Peterson made a friendly amendment to the motion:

TC-2018-116

It was MOVED by Trustee Stamford and SECONDED Trustee Peterson,

That the Islands Trust Council recommend to Parks Canada that Trustee Middleton be Trust Council's liaison to the Gulf Islands National Park Reserve and the Trustee Morrison be the designated alternate liaison.

CARRIED

11.6 New Laptops

A robust discussion followed on the new laptops issued to trustees.

By General Consent, staff were requested to bring back options and alternatives for trustees which included cellular plans with data sticks and flexibility to support various other devices if requested.

The meeting was recessed for a lunch at 12:00 a.m. and reconvened at 1:00 p.m.

The following trustees left after lunch: Dodds, McConchie and Wright.

12. TOWN HALL

Member of Parliament, Elizabeth May and Member of the Legislative Assembly, Adam Olsen addressed Trust Council on environmental and current issues.

Five members of the public addressed Trust Council on a variety of topics.

Louise Decario – Galiano Island resident congratulated the new term trustees and spoke to the object and protecting the mandate of the Islands Trust.

Michael Sketch – North Pender Island resident spoke to the object of the Islands Trust requesting addressing policy changes first then addressing the *Islands Trust Act*. He commented that the *Agricultural Land Act* should take precedent over the *Islands Trust Act*.

Trustees Kaile and Grove left the meeting at 1:25 p.m.

Anne Burdett – North Pender Island resident addressed Council on the length of time it has taken for processing her rezoning application and asked that local trust committee meetings be live streamed for transparency.

Graham Brazier – Denman Island resident handed out a brochure on the Gulf Islands Alliance (GIA) and spoke to Council its mandate and recent activities.

Akasha Forest –Galiano Island resident addressed Council regarding the Salish Sea Renewable Energy Coop and climate change.

13. NEXT MEETING - JANUARY 15-16, 2019, NANAIMO BC Coast Bastion Hotel.

14. ADJOURNMENT **By General Consent**, the meeting was adjourned at 1:50 p.m.

Peter Luckham, Chair

Certified Correct

Lori Foster, Executive Coordinator/Recorder

Follow Up Action Report

Trust Council

Chief Administrative Officer

No	Activity	Activity	Responsibility	Target Date	Status
1	06-Dec-2016	That Trust Council approve in principle a review of the Islands Trust Act.	Russ Hotsenpiller		On Going
2	14-Mar-2018	Staff to prepare a short list of legislative amendments for the June 2018 Trust Council meeting and that a working session be scheduled to develop a prioritized list of potential amendments. That a public engagement plan regarding legislative change be developed and presented to Trust Council.	Russ Hotsenpiller Andrew Templeton	06-Jun-2018	Done
3	19-Jun-2018	Trust Council endorse the list of <i>Islands Trust Act</i> potential amendments for further work by staff and prepare the list for the UBCM in September.	Russ Hotsenpiller	10-Sep-2018	Done
4	19-Jun-2018	That Trust Council amend the Continuous Learning plan by removing the Legal and Governance topic, "subdivision authority and bare land strata" and keeping the <i>Water Sustainability Act</i> .	Russ Hotsenpiller	31-Jul-2018	Done
5	19-Jun-2018	Trust Council maintain the status quo (re council committees) and direct that specific improvements: trustee remunerations, maintaining working groups and electronic communications, be considered within the current structure to improve various service elements.	Russ Hotsenpiller	31-Jul-2018	On Going

Follow Up Action Report

6	19-Sep-2018	Identification of preferred Islands Trust Act Amendments THAT the Islands Trust write to the Minister requesting amendments to the Islands Trust Act, specifically: 1. Allowance for entry warrants by bylaw officers; 2. Development permit area enforcement via municipal ticketing; 3. Adoption of development approval information bylaws by LTCs; 4. Amending the Act to add "First Nations" to the list of those with whom we work "in co-operation;" 5. The ability to delegate to staff the granting of development permits; 6. Seeking clarification of foreshore zoning authority; 7. Broadening of Islands Trust entities under the Local Government Act, relative to s. 294, allowing for "incidental or conducive power;" 8. Ability to provide an affordable housing agreement with a third party and to create a Housing Service. To amend the motion and add to the list one bullet missing from the report: 9. Include reference to the ecosystem in section 8.2 of the Islands Trust Act. To amend the motion and add to the list: 10. Enact the ability to charge fees for telecommunication applications.	Russ Hotsenpiller	15-Jan-2019	On Going
7	19-Sep-2018	That Trust Council recommend that the incoming Trust Council consider modifying the schedule of future Trust Council meetings, to allow for more time to deliberate Council business.	Russ Hotsenpiller	15-Jan-2019	On Going

Follow Up Action Report

Director, Administrative Services

No	Activity	Activity	Responsibility	Target Date	Status
1	14-Mar-2018	Financial Plan Bylaw No. 172 and Revenue Anticipation Bylaw No. 173 be forwarded to Minister of Municipal Affairs and Housing for approval.	Julia Mobbs Jas Chonk	28-Mar-2018	Done
2	19-Jun-2018	Trust Council approves the creation of a specific reserve fund for LTC projects and approves an initial transfer to this fund of \$100,000 from the General Revenue Surplus Fund.	Julia Mobbs	31-Aug-2018	Done
3	19-Sep-2018	June 30th 2018 Quarterly Financial Report . That the Islands Trust Council approve the June 30, 2018 Quarterly Financial Report as presented.	Julia Mobbs	15-Jan-2019	Done
4	19-Sep-2018	To amend Trust Council Policy 7.2.6 Municipal Tax Requisition Calculation so that Amortization Expense is only included in the Municipal Pool in years when amortization is included in the financial plan as an amount that taxes are to be requisitioned for.	Julia Mobbs	15-Jan-2019	Done
5	19-Sep-2018	Effective April 1, 2019, trustees be remunerated for their participation in the Local Planning, Trust Area and Financial Planning Committees at rate of \$100 per meeting attended for committee members, and \$150 per meeting attended for committee Chairs; and That Trust Council Policy 7.2.1 Trustee Remuneration be amended to reflect this change in remuneration structure; and That staff be directed to bring the draft amendments to Policy 7.2.1 Trustee Remuneration to the next Trust Council meeting for approval of the Policy wording.	Julia Mobbs	15-Jan-2019	On Going

Follow Up Action Report

Director, Local Planning Services

No	Activity	Activity	Responsibility	Target Date	Status
1	13-Mar-2018	That the Executive Committee provide recommendations to Trust Council on means to address compensation for First Nations site visits.	David Marlor	01-Mar-2019	On Going
2	13-Mar-2018	That Trust Council Policy 2.1.14 History, Heritage and Conservation Grants in-aid as amended by adding section 3.5 With the approval of affected local trust committees or island municipality, be adopted.	David Marlor Jas Chonk	20-Apr-2018	Done
3	19-Jun-2018	Islands Trust Council request staff to return with a review and update of the recommendations in the report, "Community Housing in the Islands Trust Area (2016)", and make recommendations for how Islands Trust can help address the needs identified by the 2018 Housing Needs Assessments.	David Marlor	03-Dec-2018	On Going
4	19-Sep-2018	That draft policy 4.1.2 Local Trust Committee Meeting Guidelines be amended as follows: in 3.2.1, all material after the word agenda"be deleted, and the comma be changed to a period and that in Appendix One, the Item Town Hall be moved below Call to Order. That Islands Trust Council adopt the amended Policy 4.1.2 Local Trust Committee Meeting Guidelines that includes a model local trust committee meeting agenda format.	David Marlor	15-Jan-2019	Done
5	19-Sep-2018	That Trust Council receive the Local Planning Committee Work Program Report as presented.	David Marlor	15-Jan-2019	Done

Follow Up Action Report

Director, Trust Area Services

No	Activity	Activity	Responsibility	Target Date	Status
1	16-Sep-2015	Identify and act on opportunities re freighter anchorages.	Clare Frater	31-Mar-2019	On Going
2	19-Jun-2018	Trust Council request staff to provide a report to Trust Council with information about the implications of the Islands Trust taking on a secretariat role for the Howe Sound Community Forum that considers the needs of existing and potential regional coordination processes in the Baynes Sound/Lambert Channel and Saanich Inlet regions and that the Trust Programs Committee is authorized to provide initial support if it deems it advisable out of its existing budget.	Clare Frater	31-Mar-2019	On Going
3	19-Jun-2018	Trust Council request staff to update and improve climate change information on the Islands Trust website and that Local Trust Committees and Bowen Island be encouraged to disseminate this information in their communities.	Clare Frater	31-Aug-2018	Done
4	19-Jun-2018	Trust Council request that the Executive Committee work with regional districts in the Trust Area to develop a strong, united voice in support of solar energy.	Clare Frater	31-Jan-2019	On Going

Follow Up Action Report

Executive Coordinator

No	Activity	Activity	Responsibility	Target Date	Status
1	19-Jun-2018	Islands Trust Council request Staff to forward the Housing Needs Assessment, Northern Region of Islands Trust, dated June 2018, as amended, to planning staff and relevant local trust committees as amended.	Lori Foster	31-Jul-2018	Done
2	19-Jun-2018	Islands Trust Council request Staff to forward the Southern Gulf Islands Housing Needs Assessment, dated February 2018, to planning staff and relevant local trust committees.	Lori Foster	31-Jul-2018	Done

Follow Up Action Report

Legislative Services Manager

No	Activity	Activity	Responsibility	Target Date	Status
1	14-Mar-2018	That the Islands Trust Council amend Policy 2.3.1 Council Committee System and Policy 2.4.3 Executive Committee Election, as indicated in attachments 1 and 2 to the report, to reflect legislative changes to trustees terms of office and the election date.	Carmen Thiel Jas Chonk	20-Apr-2018	Done
2	14-Mar-2018	Staff to conduct an RWM to adopt Trust Council Election Procedures Bylaw No. 124.	Carmen Thiel Jas Chonk	18-Apr-2018	Done
3	19-Jun-2018	That the Islands Trust Council agree to enter into service contracts with the following regional districts: Nanaimo Regional District, Comox Valley Regional District, Cowichan Valley Regional District, Powell River Regional District, Sunshine Coast Regional District, Capital Regional District for the purpose of sharing the costs of conducting elections. That the Islands Trust Council authorize the Chair and Legislative Services Manager to sign the service agreements on behalf of Council that will be substantially similar to the attached template, and which will allow for the use of mail ballots where authorized by the elections administration bylaws of the respective regional districts.	Carmen Thiel	20-Oct-2018	Done

Follow Up Action Report

4	19-Sep-2018	To amend the draft policy 7.4.2 Chair & Executive Committee Correspondence section 1.8 to include reference to section 1.7. with a friendly amendment as follows: in Section 1.8 delete reference to 1.6 and replace with 1.7. That Islands Trust Council adopt "Policy 7.4.2 Chair & Executive Committee Correspondence" dated September 18, 2018 as further amended, AND amend the motion by adding Executive Committee may consider requests for delegations after the deadline at the discretion of the Chair.	Carmen Thiel	15-Jan-2019	Done
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**CHIEF ADMINISTRATIVE OFFICER
2018 Third QUARTER REPORT**

Date: December 6, 2018

**Trust Council
Nanaimo 2019**

This report summarizes initiatives undertaken by the executive office since the last Trust Council in September on Keats Islands.

Provision of the election process was the focus of the organization from late summer through to Election Day in October. I am happy to report that Carmen and her team, through the use of election agreements with our Regional District partners, delivered essentially an issue free election. Trustees are aware of the need for a by-election for the Hornby Local Trust Area, and plans are proceeding to select a Chief Election Officer, finalize an agreement with the Comox Valley Regional District and set an election date. Trust Council will be provided further detail in January.

Orientation for elected officials has been provided in the third quarter in two phases: for trustees as LTC and Trust Council members and for the Executive Committee as they step into their enhanced roles. Trust Council orientation is planned to continue for the January and March meetings, after which Trust Council will begin to identify what items it wishes to schedule through the Continuous Learning Plan process. Over the last month and half we have had a number of questions from Trustees regarding what constitutes a meeting, use of the website and conflict of interest. This sets us up well to discuss these matters in more detail during the January sessions. Please refer to your Trustee Starter kits if you have a question and can't reach a staff member.

We have also had strong Trustee feedback on communications: the website, community engagement, social media and 'telling our story.' We look forward to working with Trust Council if it wishes to make this a strategic priority and to improve in this important area. In January we will have a session on First Nations engagement including a regional context review, identification of First Nations policy and programming at the Trust, and consideration of opportunities for the future. This will be a good chance to reflect on the direction of the Islands Trust regarding First Nations matters and to build a common understanding.

Executive Committee will have had three orientation sessions focusing upon their legal and legislative responsibilities, team building and public meeting management by the time we meet in January.

Due to the local election cycle, there has been limited interaction with other government agencies or regional stakeholders for the most part. Discussions continue with Forest Lands and Natural Resources on development of interagency agreements and planning staff are working with the Cowichan Valley Regional District on a cooperative agreement on foreshore zoning. These initiatives will be reported to Trust Council when they have advanced.

The 2019/2022 budget has taken centre stage as it tends to do during the third quarter. Financial Planning Committee has reviewed two drafts of the budget and a complete draft budget will be presented to you in January for your consideration and debate.

We follow all Trust Council meetings with a regional staff meeting and this year it was held on December 5. At that meeting I provided an overview of the Trust Council meeting from December including an update on the new Trust Council, Council Committees, areas of interest of Trustees and any recommendations requiring action.

RJH
Victoria, December 2018.



Top Priorities

Executive Committee

No.	Description	Activity	R/Initiated	Responsibility	Target Date
1	Islands Trust Act Amendments	Investigate possibility of amendments to the Islands Trust Act to broaden the Islands Trusts ability to serve its communities and to strengthen its mandate to preserve and protect.	26-Oct-2016	Russ Hotsenpiller	
2	Anchorage Advocacy Strategies	Implement advocacy strategy relating to temporary freighter anchorages in the Trust Area, including an opinion editorial about anchorage issues for local and regional newspapers; letter to the Minister of Transport Canada conveying community group and Islands Trust concerns over communication and processes associated with the Interim Protocol and roundtable meeting about anchorages to bring together interested community groups, First Nations, industry, Transport Canada and stakeholders.	16-Nov-2018	Clare Frater	
3	Update Islands Trust Policy Statement	Undertake a First Nations and public engagement process to prepare for Policy Statement amendments.		Clare Frater	31-Mar-2019

Projects

Executive Committee

Description	Activity	R/Initiated
Advocate to reduce negative impacts of shellfish aquaculture practices	Develop project charter and budget requests to build organizational capacity (knowledge and time) related to shellfish aquaculture advocacy	16-Aug-2017



Islands Trust

Print Date: December 19, 2018

Executive Committee

No.	Description	Activity	R/Initiated	Responsibility	Target Date
	Advocate for management of abandoned and derelict vessels	Continue to advocate for senior government solutions to abandoned and derelict vessels			30-Aug-2017
	Improve communications about the Islands Trust object and history	Develop communications strategy			30-Aug-2017
	Revisions to Crown Land protocol agreements and letters of understanding	Negotiate with BIM and FLNRORD			19-Jun-2014
	Oil Spill and Shipping Safety	Various advocacy activities including Chair letters and participation in forums			01-Apr-2014



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** January 16, 2019
From: David Marlor, Director,
Local Planning Services **Date Prepared:** October 1, 2018
SUBJECT: Amendment of Trust Council Policy 2.3.1 Council Committee System

RECOMMENDATION: That Trust Council adopt amended “Policy 2.3.1 Council Committee System”.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: This amendment addresses an inconsistency in relation to quorums between the Trust Council Meeting Procedures Bylaw and Policy 2.3.1 Council Committee Systems.

1 PURPOSE:

To bring the Council Committee System policy in line with the Trust Council Meeting Procedures Bylaw and remove redundancies.

2 BACKGROUND:

Staff has identified an inconsistency between the Trust Council Meeting Procedures Bylaw and Policy 2.3.1 Council Committee Systems in relation to Quorum. To correct this, staff propose to amend Policy 2.3.1 by deleting subsections 8.1, 8.2 and 8.3 that are in conflict with the Trust Council meeting procedures bylaw, and replacing with a statement that Trust Council meeting procedures bylaw applies to Council Committees.

The meeting procedures bylaw applies to Trust Council, Executive Committee and Council Committees. The bylaw defines a quorum as a majority, which is interpreted to be half the voting members plus one. The Meeting Procedures Bylaws further states that if there is no quorum, the meeting cannot take place and must be rescheduled.

Trust Council Policy 2.3.1 Council Committee System states:

8.3 A quorum of any committee shall be comprised of 50% of the current membership appointments. Meetings may be conducted without a quorum, however, resolutions must be ratified at the committee's next meeting.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

The amendments proposed to Policy 2.3.1 would bring it in line with the provisions of the *Interpretation Act* and the provisions in the Trust Council Procedures Bylaw. As a result all Trust Council Committees, Trust Council and EC quorum will be a majority (half of membership plus 1).

FINANCIAL: N/A

POLICY:

S. 18(2) of the *Interpretation Act* provides in relevant part:

"If an enactment establishes a board, commission or other body consisting of 3 or more members the following rules apply:

(a) If the number of members [of the body] provided for by the enactment is a fixed number, at least 1/2 of that number of members constitutes a quorum at a meeting [of the body]."

IMPLEMENTATION/COMMUNICATIONS:

FIRST NATIONS: N/A

OTHER:

4 RELEVANT POLICY(S):

5 ATTACHMENT(S): 2.3.1 Council Committee System

RESPONSE OPTIONS

Recommendation: That Trust Council adopt amended "Policy 2.3.1 Council Committee System".

Alternative: That Trust Council not amendment Policy 2.3.1 – this would continue to create confusion between the Policy and the Meeting Procedures Bylaw

Prepared By: David Marlor, Director, Local Planning Services

Reviewed By/Date: Carmen Thiel, Legislative Services Manager, October 3, 2018

Reviewed By/Date: Executive Committee, October 10, 2018



Policy:	2.3.1
Approved By:	Trust Council
Approval Date:	March 6, 1998
Amendment Date(s):	September 11, 2008; March 14, 2018; November 7, 2018
Policy Holder:	Chief Administrative Officer

COUNCIL COMMITTEE SYSTEM

Purpose

1. A Council Committee System is adopted by Trust Council comprised of three Council Committees and the Executive Committee (see Attachment 1):
 - 1.1 Local Planning
 - 1.2 Financial Planning
 - 1.3 Trust Programs

A. Background

This Policy outlines general Terms of Reference (Section B: 1-9) applicable to all committees, the general role of all committees (Section B: 10) and an overview of committee-specific functions which are detailed further in each Council Committee's specific terms of reference.

B. Policy

1. Membership

- 1.1 Committee membership includes trustees (including members of a local trust committee who are not members of Trust Council) who have been appointed by the Council Chair. One Executive Committee member will be assigned by the Council Chair to each committee. The Financial Planning Committee is comprised of all members of the Executive Committee, the Chair (or designate) of other Council Committees, a member chosen by the Trust Fund Board and three (3) other locally-elected or municipal trustees.
- 1.2 By the second Trust Council meeting following the quadrennial trustee elections or as required, the Chair of Trust Council will recommend Council Committee member appointments for ratification by Trust Council, based on an indication of interest by trustees and on Trust Area-wide considerations.
- 1.3 The Trust Council Chair is an ex-officio member of the Trust Programs Committee and Local Planning Committee.

2. Committee Chair

- 2.1 Committee members shall elect the Committee Chair and Vice-Chair as required.
- 2.2 The Council Chair may appoint an interim Council Committee Chair when required.
- 2.3 The Committee Chair will normally chair the committee meeting. However, the Chair may designate the Vice-Chair to act as Chair. In the absence of the Chair and Vice-Chair, the committee shall choose a committee member to act as Chair of the meeting.

3. Available Resources

- 3.1 Each committee, with the assistance of its management support, is responsible to conduct its activities within its assigned budget accounts.
- 3.2 A committee resolution is required to expend monies from the committee's assigned committee projects account.

4. Staff Support

- 4.1 Staff's primary function to a committee is to act in a support/advisory role and as such a committee may make requests of staff.
- 4.2 It is the Chief Administrative Officer's (CAO) role to manage and direct staff support to the committees and concerns in this regard should be communicated by the Committee Chair to the CAO. Unresolved matters by the aforementioned means shall be dealt with by the Executive Committee.

5. Meetings

- 5.1 The number of committee meetings per year is four and any further meetings must be planned within the approved committee's meeting expense account.
- 5.2 Changes to the Master Meeting Schedule of regularly scheduled committee meetings must be requested through the Executive Coordinator.
- 5.3 Committee meetings during the Trust Council quarterly meetings are to be avoided.

6. Agenda/Minutes Preparation

- 6.1 Committee meeting agendas will be prepared by the designated staff in consultation with the Chair.
- 6.2 The agenda will be distributed to committee members, the Trust Council Chair and the CAO at least 10 days before the meeting.

- 6.3 The agenda shall be determined as follows:
 - 6.3.1 Additional items may be placed on the agenda by agreement of a majority of the committee members present at the meeting.
 - 6.3.2 The agenda shall be approved as the first item of business.
 - 6.3.3 The agenda should include:
 - 6.3.3.1 Approval of previous meeting minutes
 - 6.3.3.2 Follow-Up Action List (FUAL)
 - 6.3.3.3 Council referral items
- 6.4 Minutes should be kept in a standard format and include: those present and absent, numerically sequenced resolutions, status of resolutions, disposition of agenda items and specific matters requested by a member attending. It is not intended that minutes are to be a recording of everything that is said at a meeting but rather a listing of key points relative to agenda items and resolutions.
- 6.5 Each committee is required to maintain a FUAL using the Trust's standardized format.
- 6.6 The FUAL is to be distributed to all committee members, the designated staff member, the Council Chair and the CAO within seven days of the committee meeting.
- 6.7 Minutes are approved at the next meeting and approved minutes signed by the Recorder shall be distributed to all committee members, CAO and Executive Committee within three days of the committee's approval of the minutes.

7. Council/Committee Relationship

- 7.1 Each committee shall maintain a work program - which must include:
 - 7.1.1 Items referred to the committee from Council (dated).
 - 7.1.2 New initiatives, ideas and issues identified by the committee.
 - 7.1.3 The top three (3) Priorities/Strategies that it is working on, as approved by Trust Council, which must include any of Trust Council's priorities that it has been assigned.
- 7.2 Each committee shall review and prioritize items within its work program, each Trust Council item referred to it, and shall report to Trust Council at the next quarterly Trust Council meeting on such items.
- 7.3 Committees are required to submit a Highlights Report to the Executive Coordinator, to be presented by the committee Chair (or designated committee member), in time for the Trust Council agenda package preparation deadline.

- 7.4 All committee proposals and/or recommendations shall be referred to the Executive Committee to be placed on the Trust Council agenda. These must be submitted for the Executive Committee's last meeting prior to when the Trust Council agenda package is distributed to trustees.
- 7.5 The Chair (or designate) may request an opportunity to directly present committee matters to the Executive Committee.
- 7.6 It is the role of the Executive Committee member to ensure inter-committee liaison on relevant information, referrals, status on Council priorities/strategies, and to keep the Executive Committee apprised of the council committee's directions and activities and vice-versa.

8. Rules of Conduct/Voting

8.1 The Trust Council Meeting Procedures Bylaw applies to Council Committees.

~~Unless otherwise provided or agreed to by members, the Trust issued edition of *Robert's Rules of Order* shall apply.~~

~~8.2 Unless otherwise provided or agreed to by members, voting shall be by a show of hands.~~

~~8.3 A quorum of any committee shall be comprised of 50% of the current membership appointments. Meetings may be conducted without a quorum, however, resolutions must be ratified at the committee's next meeting.~~

8.48.2 The Executive Committee member designate (excluding the Council Chair) shall have the full voting privileges of a committee member.

9. Liaison

- 9.1 Liaison with provincial, federal and local government politicians shall be requested by the committee Chair to the Trust Council Chair (or CAO) so that the Trust's political liaison can be coordinated. The committee is expected to provide an outline regarding the purpose of the meeting, a proposed discussion strategy and recommended Trust representation.
- 9.2 Liaison with provincial, federal and local government staff shall be requested by the staff liaison member (in consultation with CAO when liaison is required with senior staff). It is expected that trustees, for the purpose of committee business, would meet other government staff with an Islands Trust staff member.
- 9.3 Liaison with the media shall be coordinated through the CAO and the Trust Council Chair who in turn may refer specific inquiries to the committee Chair.

10. General Role

- 10.1 To provide policy advice to Council in response to Council's referrals, committee initiatives and external requests of the Trust.
- 10.2 To provide feedback to staff on matters going to Trust Council.
- 10.3 To implement and maintain a committee-specific work program.
- 10.4 To make recommendations to Trust Council on inter-agency liaison or protocol initiatives.
- 10.5 To create sub-committees (or task forces) which may be comprised of trustees, staff or external persons as required for a specific duration to examine a particular committee matter upon approval by Trust Council.
- 10.6 To provide input and feedback to the annual budget process.
- 10.7 To provide input to Trust Council's organizational strategic planning process.

C. Legislated References

Policy and Procedures Manual:

Local Planning Committee (LPC): Terms of Reference (2.3.2)

Financial Planning Committee (FPC): Terms of Reference (2.3.3)

Trust Programs Committee (TPC): Terms of Reference (2.3.4)

Current Council Committee Members List

D. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

ATTACHMENTS:

- 1. Attachment 1: Committee-Specific Functions

Attachment 1: COMMITTEE-SPECIFIC FUNCTIONS

LOCAL PLANNING COMMITTEE (LPC)	TRUST PROGRAMS COMMITTEE (TPC)
1. Growth Management Tools 2. Community Planning Tools 3. Development Management Tools 4. Local Planning Service Delivery	1. Environmental Policy 2. Research and Information Systems Program 3. Sustainable Communities Policy 4. Trust Area Program Initiatives
FINANCIAL PLANNING COMMITTEE (FPC)	EXECUTIVE COMMITTEE (EC)
1. Annual Budget 2. Long Term Financial Planning 3. Fiscal Controls 4. Annual Audit	1. Bylaw Approval 2. Policy Agenda Coordination 3. Legislation Agenda 4. Communications Agency Liaison 5. Chief Administrative Officer Liaison 6. Trust Council Business 7. Strategic Direction



Local Planning Services REPORT November 2018 to January 2019

Date: 06/12/2018

Local Planning Services

Local Planning Services is split into three planning teams and one bylaw enforcement team. In addition there are three specialists that report directly to the Director; Grants Administration, Senior Intergovernmental Policy Advisor (currently under contract) and a Senior Freshwater Specialist.

Cannabis Implementation

Cannabis became legal on October 17, 2018. Under the new legislative regime, staff will be receiving two types of referrals. The first is a referral from an applicant wishing to produce Cannabis. Staff will access the land use zoning and advise the applicant if there are any issues in relation to the land use bylaw. A copy of this referral will be forwarded to the local trust committee for information. Note that there is no provision for community consultation on this type of referral.

The second type is a referral for distribution of Cannabis. The legislation requires the local trust committee to consult the public and indicate support or non-support for the location of the distribution. This type of referral will come to the local trust committee with a staff report for decision.

2018 Local Planning Services Review and Orientation

The general trend we have seen in planning over the last year in all three offices is a steady increase in application volumes and complexity of those applications. The high volumes and the large number of local projects waiting to be undertaken are creating a strain on planning resources. To address this, the Director of Local Planning Services, with support from the management team, has been working on a review of the way we provide planning services to local trust committees and the Local Planning Committee.

Over the past two months the focus of the local planning services unit has been on orientation for the new and returning trustees, and on preparing the budget for the 2019/20 Fiscal Year. Orientation includes the overview of Local Planning Services provided at November Trust Council, more detailed orientation on the work of the teams and types of applications at team meetings held in December, creation of a "start kit" ebook that is included on trustee laptops and intended as reference material to be used throughout the term, and development of three orientation sessions at January Trust Council; one on Local Planning Services and more details on the 2018 Local Planning Services Review and implementation of the recommendations from that review. A second session on details on local trust committee work program, local trust committee role and staff role in application processing and projects, and types of applications best practices. A third session on First Nations.

BRIEFING

To:	Trust Council	For the Meeting of:	January 15, 2019
From:	Miles Drew, Bylaw Enforcement Manager	Date Prepared:	December 6, 2018
SUBJECT:	Bylaw Enforcement Statistical Reports		

PURPOSE:

This report summarizes the number and type of bylaw enforcement files by local trust area as of December 6, 2018. It also describes the elements of a successful proactive enforcement project.

BACKGROUND:

The attached tables and charts provide information per Local Trust Area as to the total numbers of new files opened, numbers of files closed, volume of files, type of files, and length of time files have been open. A new graph also shows the volume of work over the last five years.

The number of open files has significantly increased from 231 at the end of 2017 to 280 as of December 6, 2018. This increase in numbers is largely due to the commencement of proactive short term vacation rental enforcement projects on Salt Spring Island and Denman Island LTAs and continuation of similar enforcement projects on Galiano Island, Mayne Island and North Pender Island LTAs. The numbers of open files will be reduced as the projects continue.

The proactive short term vacation rental enforcement projects on Galiano Island, Mayne Island and North Pender Island have been in operations for a number of years and have been very successful in repressing the number of active STVRs. The statistics support this claim. Bylaw enforcement officers routinely search the internet for apparent unlawful STVRs and take appropriate investigative and enforcement action.

Currently there are a total of 75 open bylaw enforcement files related to short term vacation rentals: 11 on Denman Island, 9 on Galiano Island, 12 on Mayne Island, 5 on North Pender Island, and 29 on Salt Spring Island. There are a few other such files in other Local Trust Areas which have been opened as a result of complaints rather than as a result of a proactive enforcement policy.

STVR enforcement projects are a good example of how bylaw enforcement can be used to help realize the visions expressed in Official Community Plans and Land Use Bylaws. STVR enforcement projects stand as a good model for resolving other issues of importance such as foreshore violations and unlawful dwellings.

The success of the North Pender Island STVR proactive enforcement project depended on several criteria, which most such projects should emulate. These are:

1. Policy driven — the Local Trust Committee adopted a specific enforcement policy that directed proactive enforcement and specifically exempted enforcement in some circumstances. This had the effect of focusing enforcement on the aspect of the issue that is most problematic and eliminated potential opposition from persons who might have wide sympathy from the community.
2. Deliberate and purposeful — the bylaw enforcement team set about the task in a systematic and graduated manner. Step one was to gather all the available information; step two was to write warning letters; step three was to send more forcibly worded letters; step four was to recommend legal action against unrepentant STVR operators as an example; and step five was to issue Bylaw Violation Notices to other operators.
3. Resolute — the Local Trust Committee over many years maintained its determination that the Land Use Bylaw should be respected and enforcement would be taken when necessary. North Pender Island Local Trust Committee authorized two legal actions. *NPILTC v. Conconi* went all the way to the Court of Appeal resulting in the confirmation that short term vacation rentals of residential dwellings are unlawful. Galiano, Mayne and North Pender also adopted Bylaw Enforcement Notification Bylaws which have proven very effective tools. This signalled to unlawful STVR operators that the issue was not going to be ignored and increased the perceived risks of continuing to operate unlawfully.
4. Flexible — the Local Trust Committee reviewed its bylaws and, through community consultation, amended the Bylaws to permit STVRs in some situations and for others to acquire temporary use permits. This step permitted the LTC to manage and regulate as well as enforce.
5. Ongoing — the Local Trust Committee continues to direct bylaw enforcement officers to proactively enforce against unlawful STVRs.

The above steps eliminated the perception in the community that operating a STVR would have no consequences and that the Land Use Bylaw could be ignored. The number of known STVR violations fell on North Pender Island from above thirty to only five. On Mayne and Galiano Island, the experience has been similar. The proactive enforcement project also created desire in the community to carefully consider what standards it desired, and to pay close attention to how they were expressed in the Bylaw. This resulted in the creation of a Bylaw that has broad community support, was enforceable, and allowed the community to move on to considering other pressing issues.

Proactive enforcement programs could be used for almost any issue a Local Trust Committee or the Trust Council wishes to tackle and, provided the above steps are taken, a positive result can be expected.

ATTACHMENT(S):

1. Bylaw Enforcement Tables and Charts:
 - a. New files
 - b. Closed files
 - c. File volume
 - d. Violation type
 - e. Length of time
 - f. Volume over 5 years

Prepared By: Miles Drew, Bylaw Enforcement Manager

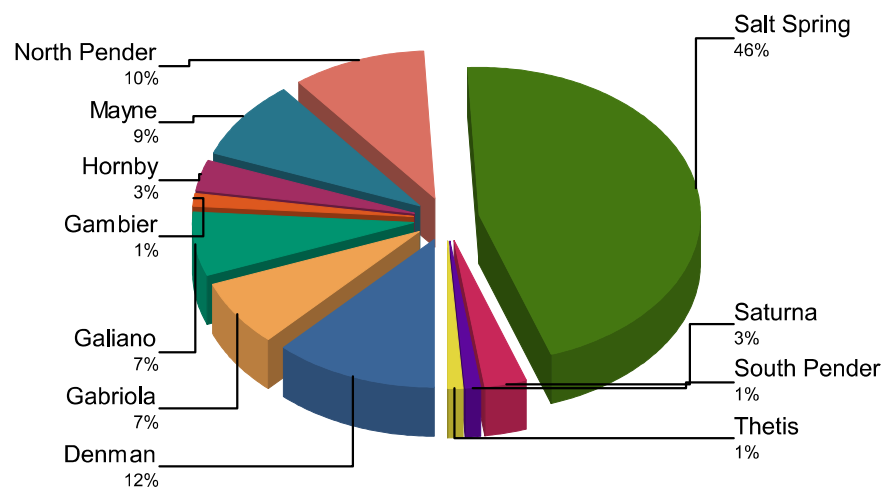
Reviewed By/Date: David Marlors, Director Local Planning Services



Local Trust Area	2015		2016		2017		2018		2018 Q1		2018 Q2		2018 Q3		2018 Q4*	
	New	%	New	%	New	%	New	%	New	%	New	%	New	%	New	%
Denman	8	4%	4	3%	7	4%	32	12%	2	5%	4	3%	24	35%	2	5%
Gabriola	35	17%	32	23%	27	16%	19	7%	2	5%	6	5%	7	10%	4	11%
Galiano	45	22%	19	13%	31	19%	19	7%	1	2%	14	12%	2	3%	2	5%
Gambier	3	1%	2	1%	4	2%	4	1%	1	2%	2	2%	1	1%	0	0%
Hornby	1	0%	9	6%	4	2%	9	3%	2	5%	6	5%	1	1%	0	0%
Lasqueti	0	0%	3	2%	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%
Mayne	20	10%	6	4%	7	4%	23	9%	1	2%	6	5%	5	7%	11	29%
North Pender	40	20%	11	8%	22	13%	26	10%	7	17%	5	4%	9	13%	5	13%
Saturna	2	1%	2	1%	0	0%	8	3%	1	2%	0	0%	1	1%	6	16%
South Pender	1	0%	1	1%	0	0%	3	1%	2	5%	0	0%	0	0%	1	3%
Salt Spring	42	21%	48	34%	60	37%	122	46%	21	50%	75	63%	19	28%	7	18%
Thetis	4	2%	4	3%	1	1%	3	1%	2	5%	1	1%	0	0%	0	0%
TOTAL	201	100%	141	100%	164	100%	268	100%	42	100%	119	100%	69	100%	38	100%

*2018 Q4 refers to the time that passed between the beginning of Q4 and December 06, 2018

New Files in 2018

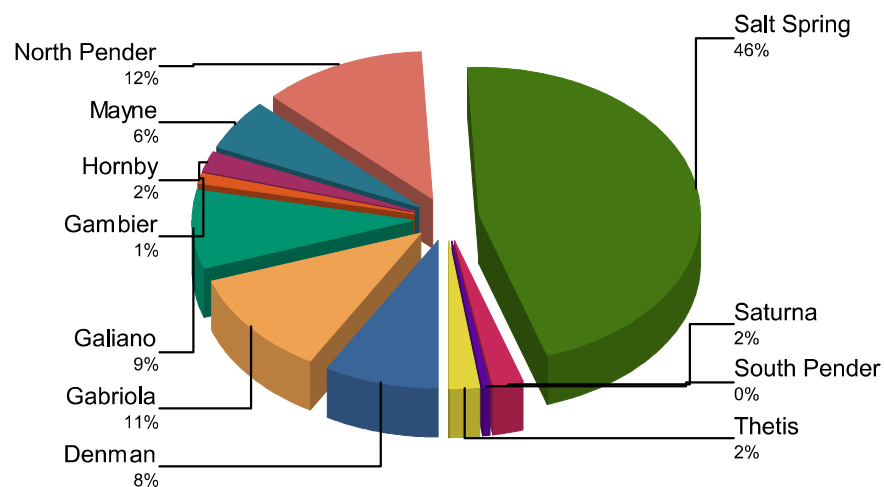




Local Trust Area	2015		2016		2017		2018		2018 Q1		2018 Q2		2018 Q3		2018 Q4*	
	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%
Denman	10	7%	10	6%	6	3%	18	8%	1	3%	3	6%	11	19%	3	4%
Gabriola	35	24%	39	22%	25	12%	25	11%	4	13%	6	12%	11	19%	4	5%
Galiano	6	4%	35	20%	43	21%	19	9%	1	3%	2	4%	13	23%	3	4%
Gambier	2	1%	9	5%	1	0%	2	1%	1	3%	1	2%	0	0%	0	0%
Hornby	1	1%	8	5%	5	2%	5	2%	0	0%	4	8%	1	2%	0	0%
Lasqueti	0	0%	2	1%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Mayne	16	11%	8	5%	12	6%	12	6%	0	0%	3	6%	2	4%	7	9%
North Pender	19	13%	17	10%	37	18%	26	12%	5	17%	14	27%	4	7%	3	4%
Saturna	5	3%	0	0%	1	0%	5	2%	3	10%	0	0%	0	0%	2	3%
South Pender	0	0%	2	1%	0	0%	1	0%	1	3%	0	0%	0	0%	0	0%
Salt Spring	43	30%	42	24%	72	35%	100	46%	13	43%	15	29%	15	26%	57	71%
Thetis	6	4%	3	2%	2	1%	5	2%	1	3%	3	6%	0	0%	1	1%
TOTAL	143	100%	175	100%	205	100%	218	100%	30	100%	51	100%	57	100%	80	100%

*2018 Q4 refers to the time that passed between the beginning of Q4 and December 06, 2018

Closed Files in 2018

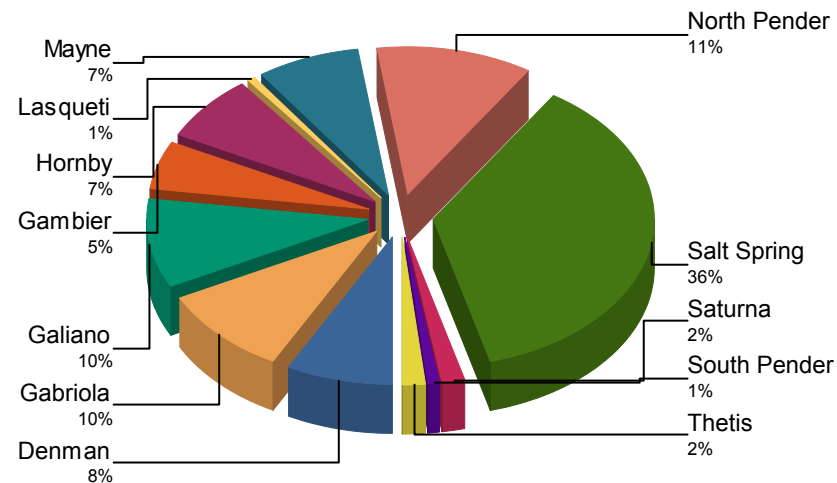




Local Trust Area	2015		2016		2017		2018		2018 Q1		2018 Q2		2018 Q3		2018 Q4*	
	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%
Denman	13	4%	7	2%	8	3%	22	8%	10	3%	26	8%	22	8%	22	8%
Gabriola	38	12%	31	11%	33	14%	27	10%	31	10%	28	9%	27	9%	27	10%
Galiano	69	22%	53	19%	27	12%	27	10%	39	13%	33	10%	27	9%	27	10%
Gambier	17	5%	10	3%	13	6%	15	5%	14	4%	15	5%	15	5%	15	5%
Hornby	16	5%	17	6%	16	7%	20	7%	20	6%	19	6%	20	7%	20	7%
Lasqueti	1	0%	2	1%	2	1%	2	1%	2	1%	2	1%	2	1%	2	1%
Mayne	17	5%	15	5%	10	4%	21	8%	14	4%	15	5%	21	7%	21	8%
North Pender	53	17%	47	16%	32	14%	32	11%	25	8%	29	9%	32	11%	32	11%
Saturna	1	0%	3	1%	2	1%	5	2%	0	0%	0	0%	5	2%	5	2%
South Pender	1	0%	0	0%	0	0%	2	1%	1	0%	1	0%	2	1%	2	1%
Salt Spring	87	27%	93	33%	81	35%	102	36%	150	48%	146	46%	109	38%	102	36%
Thetis	7	2%	8	3%	7	3%	5	2%	6	2%	6	2%	5	2%	5	2%
TOTAL	320	100%	286	100%	231	100%	280	100%	312	100%	320	100%	287	100%	280	100%

*2018 Q4 refers to the time that passed between the beginning of Q4 and December 06, 2018

Open Files in 2018





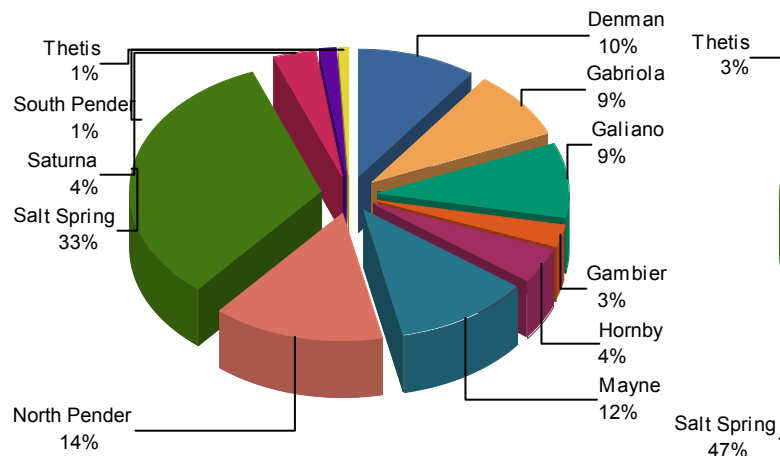
Bylaw Enforcement Open Files by Violation Type as of December 06, 2018

	Violation Type											
	LTC	Development Permit	Foreshore	Home Occupation	Siting	Soil Bylaw	STVR	Unenclosed Vehicle	Unlawful Dwelling	Density	Other Land Use	TOTALS
Denman	4	1	0	2		11	0	2	0	2	22	8%
Gabriola	2	2	2	5		3	1	4	2	6	27	10%
Galiano	2	1	0	3		9	0	6	0	6	27	10%
Gambier	2	8	0	4		0	0	1	0	0	15	5%
Hornby	2	0	1	6		1	0	6	2	2	20	7%
Lasqueti		0	0	0		0		1	0	1	2	1%
Mayne	0	0	0	4		12		1	0	4	21	8%
North Pender	4	2	0	3		5	1	5	1	11	32	11%
Salt Spring	11	1	3	3	4	29	0	30	0	21	102	36%
Saturna	0	0	0	1		4	0	0	0	0	5	2%
South Pender	0	0	0	1		1	0	0	0	0	2	1%
Thetis		3	0	0		0	0	0	0	2	5	2%
TOTAL	27	18	6	32	4	75	2	56	5	55	280	100%
Percentage	10%	6%	2%	11%	1%	27%	1%	20%	2%	20%	100%	

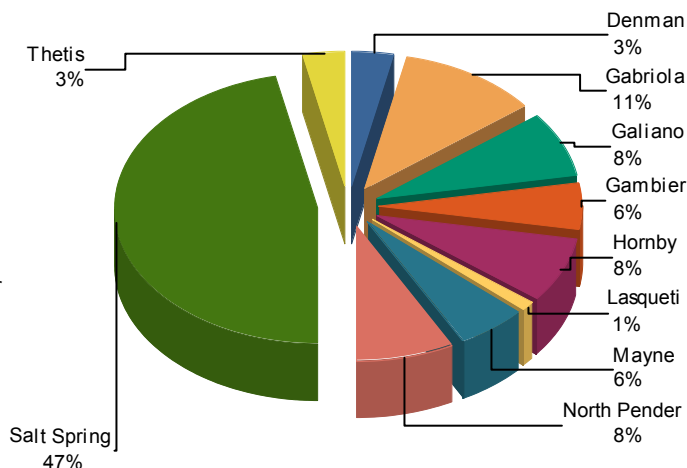
Bylaw Enforcement - Length of Time Files Have Been Open As Of December 06, 2018

Local Trust Area	<1 Year	1-5 Years	>5 Years	Total
Denman	14	3	5	22
Gabriola	12	10	5	27
Galiano	13	7	7	27
Gambier	4	5	6	15
Hornby	6	7	7	20
Lasqueti	0	1	1	2
Mayne	16	5	0	21
North Pender	20	7	5	32
Salt Spring	46	42	14	102
Saturna	5	0	0	5
South Pender	2	0	0	2
Thetis	1	3	1	5
Local Trust Area	<1 Year	1-5 Years	>5 Years	Total
TOTAL	139	90	51	280
Percentage %	50%	32%	18%	

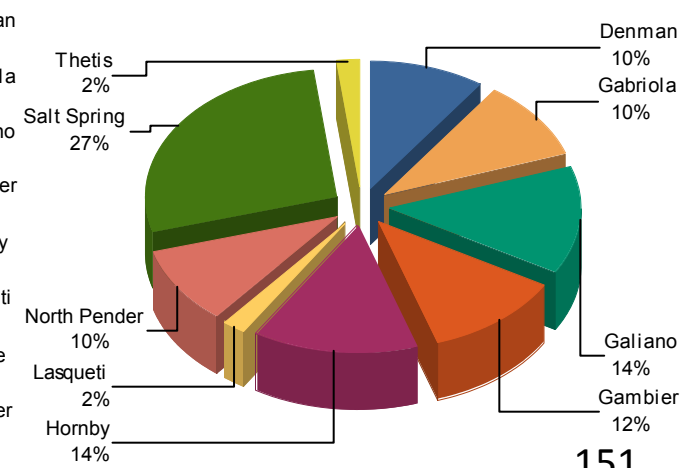
Less Than One Year



Between 1 And 5 Years



Greater Than 5 Years

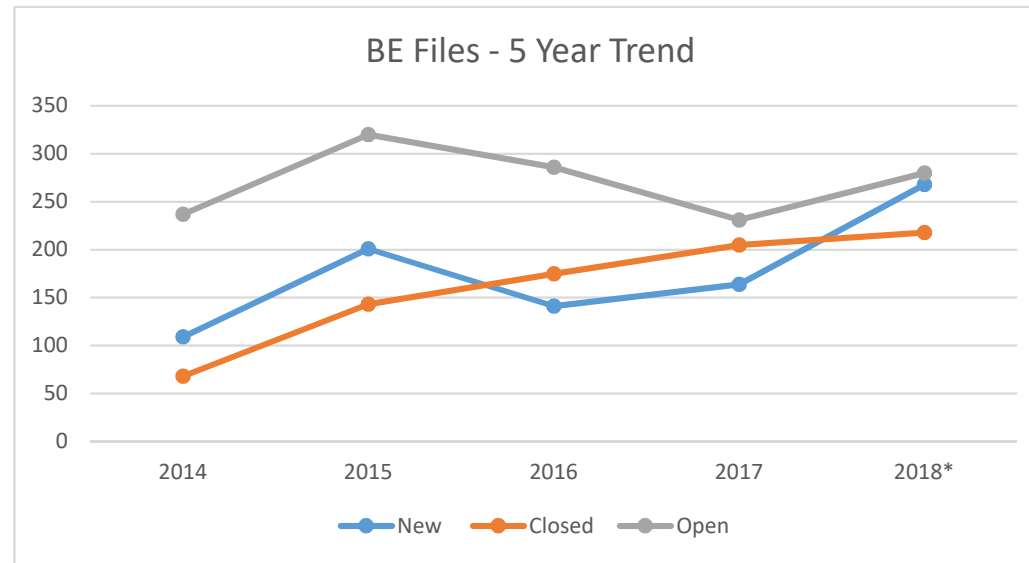




Bylaw Enforcement - 5 Year Trend

	New	Closed	Open
2014	109	68	237
2015	201	143	320
2016	141	175	286
2017	164	205	231
2018*	268	218	280

* as of Dec 6



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** January 15, 2019

From: David Marlor, Director, Local Planning Services **Date Prepared:** December 6, 2018

SUBJECT: 2019 Local Trust Committee Application Fees Review

RECOMMENDATION: That Trust Council request the Local Planning Committee to report back on a Local Trust Committee applications fee strategy.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: While local trust committees fees were reviewed in 2011, no changes were made to the fees at that time; therefore, fees have not been changed for the most part since 2004. Since then the processing of applications has become more complex and cost associated with them have increased substantially. The terms of reference for the Local Planning Committee include overseeing procedures for processing applications and providing policy guidance, including model policies and bylaws that apply to local trust committees.

1 PURPOSE:

To advance a request by Trust Council to report back on incorporating First Nations site visits, to address new fees for Cannabis and to address overall application fees generally.

2 BACKGROUND:

Under the Islands Trust Act, Local Trust Committee set their own fees for development application. Trust Council has in the past made recommendations on appropriate fee levels that local trust committee should consider. While a model fee bylaw was considered by Trust Council previously, that model fee bylaw was never formally adopted.

A review of local trust committee applications fees was undertaken in 2011 by a joint task force of the Local Planning Committee and Financial Planning Committee. At that time staff reported that the fee covered between 50% for of the average cost for a rezoning application to 26% for a Temporary Use Permit. Other applications fall within this range, depending on the local fee charged. Siting and Use permits had the highest recovery at 80%.

Recently the Gabriola Island Local Trust Committee raised its fees to cover for inflation since the original fee bylaw was adopted.

During 2016 and 2017, Local Planning Services piloted compensation to First Nations to undertake site visits with planning staff as part of the engagement on development applications. This engagement is in support of Trust Council "First Nations Engagement Principles (Policy 6.1.1).

In March 2018, Trust Council passed the following resolution:

THAT the Executive Committee provide recommendations to Trust Council on means to address compensation for First Nations site visits to the June Trust Council meeting.

In October 2017, The Canadian government de-criminalised possession of Cannabis, and the Provincial government enacted legislation regulating the distribution and use of Cannabis. As part of this legislation, local governments are permitted to charge a fee to cover costs of processing Cannabis retail referrals and undertake required public consultation.

Given the above, Staff recommend that Trust Council ask the Local Planning Committee to recommend a fee strategy to Trust Council to address cost recovery through fees generally, fees to cover First Nations site visits and engagement during application processing and fees to recommended fees to cover cost of Cannabis retail referrals.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

Local Planning Committee would and this as a work priority, and staff resources allocated to the Local Planning Committee would be used to undertake work on this.

FINANCIAL:

There would be no immediate financial implication. Long term could result in better cost recovery from application fees.

POLICY:

No implications on policy.

IMPLEMENTATION/COMMUNICATIONS:

Implementation and communication would be through the Local Planning Committee.

FIRST NATIONS:

No immediate implications on First Nations. Having a fee strategy for First Nations site visits would likely improve relations with First Nations.

OTHER:

No other implications.

4 RELEVANT POLICY(S):

5.6.1 Application Processing Services

5 ATTACHMENT(S):

None

RESPONSE OPTIONS

Recommendation: That Trust Council request the Local Planning Committee to report back on a Local Trust Committee applications fee strategy.

Alternative: That Trust Council not request the Local Planning Committee to report back on a Local Trust Committees application fee strategy, This would result in application fees remaining the same, subject to individual local trust committee decisions on fees, and no clear strategy to fund First Nation engagement on application processing.

Prepared By: David Marlor, Director, Local Planning Services

Reviewed By/Date: Russ Hotsenpiller, CAO/December 6, 2018
Executive Committee/December 12, 2018

DIRECTOR

In support of the Financial Planning Committee (FPC), and general office operations and administration, we have completed work in the following areas:

- ~ **Second Quarter Financial Report:** We have completed the second quarter financial report which tracks our actual financial performance against budget. This report showed that Island Trust is tracking slightly below expected as at the end of quarter two.
- ~ **Second Quarter Financial Forecast:** The forecasted spending for the current fiscal year has been completed which shows that the Islands Trust is not expected to spend its full budget by March 31, 2019, thereby reducing the expected draw from the General Revenue Surplus fund.
- ~ **Draft 2019/20 Budget:** The first draft of the budget has been prepared by staff and reviewed by FPC. Further refinements are expected prior to final submission of the budget to Trust Council in March 2019.
- ~ The next **FPC meeting** will be held on January 21, 2019 with a focus on reviewing the second draft of the budget.

EMPLOYEE SERVICES/HUMAN RESOURCES (HR)

Our HR team has seen several hiring competitions during the last few months, resulting in the following additions to the Islands Trust team:

- ~ Alexandra Trifonidis joined us temporarily as the ITC administrative, to cover for Corlynn Strechan who has taken on a temporary assignment with FLNRO.
- ~ Bronwyn Sawyer joined the Northern office in November 2018, filling the role of Planner 2.

We are currently in the process of hiring the following staff positions:

- ~ Program Co-ordinator, who will be joining the Trust Area Services team;
- ~ Employee Services Co-ordinator, who will be joining the Administrative Services team;
- ~ Planning Team Assistant, who will be joining the Salt Spring Island planning team;
- ~ Finance Clerk, who will be joining the Administrative Services team;
- ~ Island Planners, one each who will be joining the Northern and Southern Planning teams;
- ~ Property Management Specialist, who will be joining the Islands Trust Conservancy team.

Our quarterly all-staff meeting was held in early December 2018 at a beautiful facility on the Malahat. This meeting also served as our staff Holiday celebration and was a great time to connect with one another in a relaxed and festive environment. Congrats to Dave Beeston who won our Ugliest Holiday Sweater competition!

Our Quarterly Achievement awards presentation recognised the following staff members:

- ~ Sonja Zupanec, for perseverance on complex projects.
- ~ Jackie O'Neil, for her strong work ethic and positive contribution to morale.
- ~ Jaime Dubyna, for her dedication to the job and willingness to take on extra work in times of need.

Our Annual Awards presentation recognised the following staff members:

- ~ Daniela Murphy, awarded the Unsung Hero Award, for going the extra mile and taking on tasks that no one else wants to do.
- ~ Robert Kojima, awarded the Excellence in Leadership Award for being a positive, helpful, and supportive manager to his staff.
- ~ David Beeston and Nigel Hughes, awarded the Exceptional Team Effort Award for their flawless completion of the Windows 10 upgrade for all Islands Trust computers.
- ~ Cassandra Rahmann, awarded the Service Excellence Award for her outstanding customer service and positive attitude.
- ~ Marine Eggen and Wil Cottingham, awarded the Champion Award for coordinating a successful K'omoks First Nation community gathering on Denman Island, supporting the Island Trust goal to move forward with First Nations reconciliation and relationship building.
- ~ Carmen Thiel, awarded the Innovation Award for tackling the EDM project.
- ~ Miles Drew, awarded the Legacy Award, for having a positive and lasting impact on the Islands Trust through all his years of service on the Bylaw team.

At the same meeting, we celebrated the working anniversaries of the following staff members:

- ~ Gary Richardson, for thirty years of service with the Islands Trust. Thank you Gary!

FINANCE

The **Allocated Financial Statements** have been completed and are on the agenda for today's review. Staff have recommended changes to this report template which have been accepted by FPC and reflected in the current statements. These changes involve inclusion of Island Municipalities in the report, as well as a separate line to show Special Property Tax Levy funds included in overall surpluses or deficits for any given Local Trust Area.

New Trustee orientation is well underway, with expense claim training for all attending trustees completed at the Victoria Office open house in November.

Procurement Processes completed include:

- ~ Request for Proposals for **Forage Fish Habitat Assessment** for Gabriola and Thormanby Islands for assessment and mapping to be completed in 2018/19 and for Saturna, James and Sidney Islands to be completed in 2019/20 based on budget approval.
- ~ Request for Tenders for the **Victoria Office Renovation** was released at the beginning of November. As of December 6, 2019 we have received one tender and we expect to receive at least one more. The tenders will be review during the week of December 17th with a view to entering into a contract with the successful proponent as soon as possible so that work can begin.
- ~ Request for Information for **renewal of the corporate website**. This process was used to gather information and budget requirements to inform the website business case.
- ~ Invitation to Quote for laptop computers for Trustees.

INFORMATION SERVICES (IS)

Specific IS project milestones completed over the last several months include:

- ~ Completion of **Windows 10 operating system upgrades** and training, transitioning a total of 65 systems without any interruptions to staff.
- ~ Initiated Bylaw Enforcement **mobile data collection** and management strategy with the purchase of Trimble R1 GNSS Receivers and Spike mobile laser measurement devices.
- ~ Initiated **parcel data management review** in conjunction with ParcelMapBC (GeoBC) and Integrated Cadastral Information Society (ICIS).
- ~ Completion of **Trust Council hardware rollout**, including laptops and mobile internet keys. Recovered previous Council's iPads and initiated clean up and redeployment.
- ~ Completion of **Trust Council local network**, including automated internet access and drop box capabilities. Implemented additional Improvements in hardware mobility and audio management.
- ~ Initiated **Islands Trust Website project**. Request for Information (RFI) assisted in the development of time and cost estimates and process considerations. Request for Proposal (RFP) in development for project management or discovery, design and development phases.



Top Priorities

Financial Planning Committee

No.	Description	Activity	R/Initiated	Responsibility	Target Date
1	Draft 2019/20 Budget (including Budget Assumptions and Principles document)	Draft the Budget Assumptions and Principles for the 2019/20 budget cycle has been reviewed by FPC at their August 2018 meeting and by Trust Council at their November 2018 meeting. FPC will continue to monitor the status of the underlying budget assumptions and principles throughout the budget cycle. As new information becomes available regarding specific items, the assumptions and principles will be updated as well as the draft budget. FPC will review the first draft of the 2019/20 budget on November 21, 2018, with possible secondary review on December 4, 2018.	29-Aug-2018	Julia Mobbs	31-Mar-2019
2	Trustee Benefits Review	New benefit coverage is available from GWL via UBCM. Determination of which plans will be offered to Trustees needs to be made so that proper enrollment in selected plans can be updated. Until such review, enrollment will be in the basic plan as usual.	06-Nov-2018	Julia Mobbs	28-Feb-2019
3	KPMG Audit Observations	FPC will review and discuss the observations that came from the KPMG fiscal 2018 audit, and consider revisions to related policies if required, in time to provide update for the next fiscal year audit 2018/19.	30-May-2018	Julia Mobbs	31-Mar-2019

BRIEFING

To: Trust Council **For the Meeting of:** January 15, 2019

From: Julia Mobbs,
Director Administrative Services **Date Prepared:** November 26, 2018

SUBJECT: March 31, 2018 Allocated Financial Statements

PURPOSE:

To provide Trust Council with allocated Financial Statements for the fiscal year ending March 31, 2018.

BACKGROUND:

In 2006/07, LTC's had concerns about their ability to conduct business and to undertake community planning projects due to the amount of planning staff available. In response to these concerns Trust Council requested the Finance Department to develop a process to allocate revenues and expenditures to Local Trust Committees based on actual results for the fiscal period.

The process of allocating revenues and expenses to Local Trust Committees was revised in 2015/16, and has been further refined for the 2018 fiscal year. The process is completed through three major steps:

1. Revenues and expenses directly attributed to Local Trust Areas

The Islands Trust financial system tracks financial transactions by location code (among other segments) which enables certain revenues and expenses to be reported by specific Local Trust Committee (and other work units). The first step in the process is to report this information.

2. Planning Administration expenses allocated to Local Trust Committees

Planning staff and bylaw enforcement officers record their work activities in the Time Collection System. The data is used to develop allocation percentages for each of the three Planning Offices: Victoria, Salt Spring, and Gabriola. These ratios are then used to allocate certain administrative expenses directly related to Local Planning Services, as follows:

- *Planning Costs, Northern Office* – allocated based on the percentage of planning time in the Northern office reported to specific Local Trust Committees.
- *Planning Costs, Southern Office* - allocated based on the percentage of planning time in the Southern office reported to specific Local Trust Committees.
- *Planning Costs, SSI* – allocated 100% to Salt Spring Island LTC.
- *Director LPS Costs* – allocated based on the percentage of planning time in all offices reported to specific Local Trust Committee

- *LTC Executive Committee expenses* - allocated based on the percentage of planning time in all offices reported to specific Local Trust Committees.
- *Bylaw costs* – allocated based on the percentage of bylaw enforcement officer time reported to specific Local Trust Committees

3. General Administration expenses allocated to Local Trust Areas

Trust Council Expenses – allocated to each Local Trust Area based on their percentage of assessed values in relation to all Local Trust Areas, including Island Municipalities.

Trust Conservancy Expenses – allocated to each Local Trust Area based on their percentage of assessed values in relation to all Local Trust Areas, including Island Municipalities.

General Administrative Expenses

- *Non-planning related* – allocated to each Local Trust Area based on their percentage of assessed values in relation to all Local Trust Areas, including Island Municipalities.
- *Planning-related* – allocated to Local Trust Committees only (excludes Island Municipalities) based on their percentage of assessed values in relation to all Local Trust Committees.

The inclusion of Island Municipalities is new as of fiscal 2018. Previous year's statements will not show these separately.

Conclusions:

- The Time Collection System implemented in April 2016 has provided a more accurate representation of planner and bylaw enforcement officer hours related to specific Local Trust Committees;
- The process to produce the Allocated Financial Statements remains an imperfect reflection of Local Trust Area resource use, due to the many services that are shared throughout the Islands Trust organization.

ATTACHMENT:

March 31, 2018 Allocated Financial Statements

FOLLOW-UP:

Forwarded to Trust Council for information

Prepared By: Julia Mobbs, Director Administrative Services

Reviewed By: Russ Hotsenpiller, Chief Administrative Officer

ISLANDS TRUST 2017/18 Allocated Financial Statements	LTC Bal/Win	LTC Denman	LTC Gabriola	LTC Galiano	LTC Gambier	LTC Hornby	LTC Lasqueti	LTC Mayne	LTC N. Pender	LTC Salt Spring	LTC Saturna	LTC S. Pender	LTC Thetis	BIM	Total
Direct Revenue															
Fees & Sales	-	9,580	3,120	18,526	-	11,436	(1,100)	7,150	18,505	65,107	3,055	519	3,300		139,198
Property Tax Levy - General	5,527	244,033	840,926	421,986	436,201	328,029	101,211	412,703	636,874	2,465,768	165,159	104,622	149,293	242,680	6,555,012
Special LTC Tax Requisition	-									98,500					98,500
Grant income for projects	-	521	10,000	521	-	521	-	-	-	-	-	-	1,101		12,664
Total Direct Revenue	5,527	254,134	854,046	441,033	436,201	339,986	100,111	419,853	655,379	2,629,375	168,214	105,141	153,694	242,680	6,805,374
Direct Expenses - Operating															
Computer - internet charges	-	-	-	443	-	-	-	-	(1,142)	-	-	-	-		(699)
Legal - general	-	24,565	509	5,911	9,749	919	-	21	60	15,437	40	-	5,787		62,998
Legal - bylaw enforcement litigation	-	17,087	21,472	3,997	1	-	-	907	17,061	2,966	-	-	-		63,491
Legal - litigation	-	5,396	12,976	-	-	-	-	-	-	3,267	-	-	126		21,765
LTC Trustee Expenses	-	691	1,072	1,345	1,393	646	993	155	31	1,674	119	166	564		8,849
LTC Meeting Expenses	334	2,879	4,233	4,263	4,549	2,646	2,423	1,487	3,899	7,944	414	1,140	1,730		37,941
LTC Local Exp APC Meeting Expenses	-	540	477	1,896	109	-	384	145	415	1,090	-	-	130		5,186
LTC Local Exp Communications	-	293	990	1,036	-	584	-	840	-	912	-	-	35		4,690
LTC Local Exp Special Projects	(787)	5,028	-	-	-	10	84	-	-	-	-	-	-		4,335
Notices - Statutory & Non-Statutory	-	101	411	2,966	-	975	-	2,713	6,600	9,043	950	36	989		24,784
Office - Lease costs	-	1,445	-	5,268	-	-	-	240	6,333	-	-	-	-		13,286
Office - outside services	-	-	-	507	-	-	-	-	629	-	-	-	-		1,136
Telephone - lease	-	238	-	1,609	-	-	-	-	-	-	-	-	-		1,847
Trustee Remuneration	-	14,429	29,989	15,571	13,909	14,601	11,221	15,765	20,485	55,011	11,419	10,295	11,991		224,686
Trustee Remuneration - Benefits	-	7,558	4,781	4,782	4,780	5,180	3,993	7,557	7,558	7,557	7,556	7,556	7,558		76,416
LTC Operating Subtotal	(453)	80,250	76,910	49,594	34,490	25,561	19,098	29,830	61,929	104,901	20,498	19,193	28,910	-	550,711
Direct Expenses - Projects															
Project - Funded by Grants										91,524					-
Project - Funded by Special requisition										33,086	1,106	2,300	1,828		91,524
LTC Projects - specific	-	1,072	3,404	1,623	430	722	4,618	1,379	6,830	17,536	1,108	695	963		58,398
LTC Projects - trust wide	35	1,638	5,987	2,941	2,901	2,389	667	2,938	4,383						44,180
LTC Projects Subtotal	35	2,710	9,391	4,564	3,331	3,111	5,285	4,317	11,213	142,146	2,214	2,995	2,791	-	194,102
Total Direct Expenses (Operating + Projects)	(418)	82,960	86,301	54,158	37,821	28,672	24,383	34,147	73,142	247,047	22,712	22,188	31,701	-	744,813
Direct Revenues less Direct Expenses	5,945	171,174	767,745	386,875	398,380	311,314	75,728	385,706	582,237	2,382,328	145,502	82,953	121,993	242,680	6,060,561
Indirect Planning Expenses															
Allocate Planning Costs - Northern	10,380	152,385	215,367	-	163,666	113,088	74,703	-	-	16,030	-	-	97,338		842,957
Allocate Planning Costs- Southern	-	1,694	4,786	145,094	-	826	-	132,068	226,386	160,762	69,722	50,801	-		792,140
Allocate Planning Costs - SSI	-	-	-	-	-	-	-	-	-	726,827	-	-	-		726,827
Allocate Director LPS	-	30,034	42,968	31,585	31,861	22,195	14,543	28,749	49,281	189,048	15,177	11,059	18,949		485,450
Allocate LTC Executive expenditures	-	5,932	8,486	6,238	6,293	4,384	2,872	5,678	9,733	37,337	2,998	2,184	3,742		95,877
Allocate Bylaw	-	7,103	67,559	25,028	2,790	7,145	1,480	12,916	25,895	110,500	1,628	937	11,859		274,838
Total Indirect Planning Expenses	10,380	197,147	339,167	207,945	204,610	147,637	93,598	179,411	311,295	1,240,503	89,525	64,981	131,889	-	3,218,089
Net surplus (shortfall) before Administrative	(4,436)	(25,974)	428,578	178,930	193,770	163,676	(17,870)	206,295	270,942	1,141,825	55,977	17,972	(9,895)	242,680	2,842,472
Administrative Expenses															
Allocate Trust Council	526	24,386	89,130	43,779	43,181	35,570	9,925	43,730	65,245	261,047	16,490	10,342	14,329	151,519	809,198
Allocate Trust Conservancy	350	16,241	59,358	29,156	28,757	23,688	6,610	29,123	43,451	173,851	10,982	6,887	9,543	100,908	538,905
Allocate Net Administration	1,192	55,252	201,944	99,192	97,836	80,591	22,488	99,080	147,827	591,462	37,362	23,432	32,466	77,183	1,567,306
Total Administrative Allocation	2,068	95,879	350,432	172,126	169,773	139,849	39,024	171,934	256,522	1,026,360	64,834	40,661	56,338	329,609	2,915,409
Net Surplus (Shortfall) including Special Property	(6,504)	(121,853)	78,145	6,804	23,997	23,827	(56,893)	34,362	14,420	115,465	(8,856)	(22,689)	(66,233)	(86,929)	(72,937)
Made up of:															
Surplus from Special Property Taxes										6,976					
General Surplus (Shortfall)	(6,504)	(121,853)	78,145	6,804	23,997	23,827	(56,893)	34,362	14,420	108,489	(8,856)	(22,689)	(66,233)	(86,929)	(72,937)
	(6,504)	(121,853)	78,145	6,804	23,997	23,827	(56,893)	34,362	14,420	115,465	(8,856)	(22,689)	(66,233)	(86,929)	(72,937)

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** January 15, 2018
From: Financial Planning Committee **Date Prepared:** November 26, 2018
SUBJECT: Policy 7.2.1 Trust Remuneration Amendment

RECOMMENDATION: That Trust Council approve the amended wording of Policy 7.2.1 *Trustee Remuneration*.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The amended policy reflects the change in remuneration structure approved by Trust Council at their September 2018 meeting.

1 PURPOSE:

To provide Trust Council the opportunity to review and approve the amended Policy 7.2.1 *Trustee Remuneration*.

2 BACKGROUND:

At its September 2018 meeting, Trust Council made the following resolution:

TC-2018-095

It was MOVED by Trustee Busheikin and SECONDED by Trustee Brent

Effective April 1, 2019, trustees be remunerated for their participation in the Local Planning, Trust Programs and Financial Planning Committees at rate of \$100 per meeting attended for committee members, and \$150 per meeting attended for committee Chairs; and

That Trust Council Policy 7.2.1 Trustee Remuneration be amended to reflect this change in remuneration structure; and

That staff be directed to bring the draft amendments to Policy 7.2.1 Trustee Remuneration to the next Trust Council meeting for approval of the Policy wording.

The attachment to this RFD contains the proposed amendments to the Policy to reflect the above resolution of Trust Council.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: The Islands Trust budget will increase by approximately \$14,000 annually as a result of this increase in Trustee Remuneration.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S): 7.2.1 *Trustee Remuneration*

5 ATTACHMENT(S):

7.2.1 Trustee Remuneration_ Amended

RESPONSE OPTIONS

Recommendation:

That Trust Council approve the amended wording of Policy 7.2.1 *Trustee Remuneration*.

Alternative:

That Trust Council approve alternate amended wording of Policy 7.2.1 *Trustee Remuneration*.

That Trust Council not approve the amended wording of Policy 7.2.1 *Trustee Remuneration*.

Prepared By: Julia Mobbs, Director, Administrative Services

Reviewed By: Russ Hotsenpiller, Chief Administrative Officer

Policy:	7.2.1
Approved By:	Trust Council
Approval Date:	December 8, 2010
Amendment Date(s):	June 15, 2011; March 11, 2015; June 21, 2017; January 15-16, 2019 ,
Policy Holder:	Director of Administrative Services

TRUSTEE REMUNERATION

Purpose

To define the process for determining the remuneration and benefits received by trustees, Executive Committee members, and members of Trust Council Committees.

A. Definitions

Trustees

- a) Trustees are elected officials as defined in the *Islands Trust Act*, Sections 6 (local trustees) and 7 (municipal trustees).

Population

- a) Population for local Trust Areas is determined by the most recent census conducted by Statistics Canada.

Folios

- a) Folios are individual properties as defined by BC Assessment.
- b) The number of folios in each local Trust Area is determined annually by BC Assessment and reported to the Islands Trust.

Trust Council Committees

Trust Council Committees are the standing committees of Council as defined in Trust Council Policy 2.3.1, exclusive of the Executive Committee.

Executive Committee

- a) Executive Committee means the committee referred to in section 20(1) of the *Islands Trust Act*, and is composed of the Chair and Vice-Chairs.

Benefits

- a) Benefits are defined as:
 - i. Premiums for Medical Services Plan (MSP)
 - ii. Premiums for dental plans available through the Union of BC Municipalities (UBCM)
 - iii. Premiums for extended health care available through the Union of BC Municipalities (UBCM)

B. Policy

1. The Islands Trust endeavors to provide trustee remuneration that reflects the relative workload of individual trustees due to their membership on local trust committees (LTC), Trust Council and Trust Council Committees.
2. Trustee Remuneration will be calculated based on the sum of four factors:
 - a) An amount for membership on Trust Council. This amount will be equal to the remuneration paid to municipal trustees and will be referred to as the "Trust Council Base Amount".
 - b) An amount for participation in LTC business and LTC meetings. This amount shall be referred to as the "LTC Local Base Amount".
 - c) An amount for the population within a Local Trust Area. This amount shall be referred to as the "Population Amount".
 - d) An amount for the number of folios within a Local Trust Area. This amount shall be referred to as the "Folio Amount".
 - e) The amounts for each of the above factors are defined in Section C: Implementation.
 - f) [Effective April 1, 2019, an amount for attendance at Trust Council committee meetings \(excluding Executive Committee, which is remunerated in accordance with Section 3\). Meeting attendance will be remunerated at \\$100.00 per meeting attended for committee members, and \\$150 per meeting attended for committee Chairs.](#)
3. Additional Remuneration for the Executive Committee
 - a) Members of the Executive Committee receive remuneration for carrying out their duties on the Executive Committee and their duties as chairs of LTCs.
 - b) The vice-chairs' remuneration shall be defined as equal to the Salt Spring Trustee Remuneration amount, plus 10%.
 - c) The chair's remuneration shall be defined as the vice-chair remuneration, plus 25%.
4. Payment of Benefit Premiums for Trustees
 - a) Trustees will be offered the opportunity to have benefit premiums paid by the Islands Trust. Payments for trustee benefit premiums may be subject to income tax as defined by the Canadian Revenue Agency.
 - b) Trustees who do not subscribe to benefit coverage through Islands Trust will receive an annual amount as defined in Section C: Implementation.

C. Implementation

1. The implementation of this policy will commence with swearing in of trustees elected in November 2011.

2. The defined annual compensation amounts for the first implementation of this policy are the sum of:
 - a) Trust Council Base Amount = \$3,200.00
 - b) LTC Local Base Amount = \$4,200.00
 - c) Population Amount = \$1.30 per person
 - d) Folio Amount = \$1.30 per folio
3. The defined annual compensation amounts in section C.2 of this policy, and the methodology for making adjustments as defined in sections C.4 and C.5 of this policy, will be incorporated into a Trust Council Trustee Remuneration Bylaw.
4. Overall Review of Trustee Remuneration
 - a) The Trustee Remuneration calculations will be reviewed when the results are available from the most recent census. Any adjustments based on changes in population or folios will be implemented on April 1st of the following year.
5. Annual Adjustments for Inflation
 - a) The defined annual compensation amounts in section C.2 of this policy will be adjusted on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by BC Statistics in December. Adjustments to Trustee Remuneration that result from inflation will be implemented on April 1st of the following year.
6. Payments to Trustees Who Do Not Register for Benefits Through Islands Trust
 - a) Local trustees who do not register for benefits through Islands Trust will receive an annual payment of \$1,000.00, paid evenly over the fiscal year (i.e., \$83.33 per month).
 - b) If local trustees take office part way through the fiscal year, this payment will be applied proportionately based on how many months are remaining in the fiscal year.

D. Legislated References

Annual Budget Document

Islands Trust Act

Report on Proposed Trustee Remuneration prepared by Paul McKivett of James R. Craven and Associates dated August 24, 2010

Trustee Remuneration Committee Report dated August 24, 2010

RFD on Trustee Remuneration approved by Trust Council September 15, 2010

Trust Council Policy 2.3.1 – Council Committee System

E. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures – n/a

General:

At the time of writing, Trust Area Services (TAS) is undertaking interviews for the new Program Coordinator position and very much looking forward to having the additional capacity the position will offer. Trust Area Services continues to participate in the Electronic Document Management project and is sorting and transferring TAS files to the new electronic filing system as time permits.

Policy Statement Amendment project:

Staff expect that implementation of the Engagement Plan for the project will be a significant focus of the TAS team for the next quarter and through 2019. Staff are continuing to develop themes for community engagement and are refining the approach to First Nations. Both engagement tracks will focus on broad themes with First Nations reconciliation as an overarching guiding principle.

Conservancy name change: In June, staff prepared a thank you letter from the Chair to the Minister of Municipal Affairs and Housing to convey Trust Council's gratitude for prioritizing the long-standing request of a name change for the Trust Fund Board (now Islands Trust Conservancy). The Chair advised that with a new name the Conservancy intends to refresh and expand its profile and attract new support.

Rural Dividend Program Funding: In July, staff prepared a letter from the Chair to Premier Horgan requesting that the Province designate all islands in the Islands Trust Area as permanently eligible for Rural Dividend Program funding and other granting programs for rural communities, including the Island Coastal Economic Trust.

Support for Parliamentary Motion M-151: In July, staff prepared a letter from the Chair to the federal Minister of Environment and Climate Change and the Minister of Fisheries and Oceans to request that the Ministers of the Federal Government and all members of various parties in the House of Commons support Parliamentary Motion M-151 tabled by MP Gord Johns and as well to request that Environment Canada and Fisheries and Ocean Canada take positive actions to reduce the influx of plastics and micro plastics into Canadian waters. This motion passed unanimously in the House of Commons on December 5, 2018.

Designate Islands Trust Area eligible for Western Economic Diversification Program Funding: In July, staff prepared a letter to the federal Minister of Innovation, Science and Economic Development requesting that he designate the Islands Trust Area eligible for Western Economic Diversification Program funding.

Housing Needs Assessments: In July, staff prepared a letter from the Chair to the Minister of Municipal Affairs and Housing to share with her the completed housing needs assessments for the northern islands including Denman, Gabriola, Gambier, Hornby, Lasqueti, and Thetis islands and to explain that the Capital Regional District has supported the completion of a similar assessment for the southern Islands including Galiano, Mayne, North Pender, South Pender, and Saturna islands. The Chair also advised that Salt Spring Island has a housing needs assessment from 2015 and Bowen Island has a housing needs assessment that was updated in 2009.

Anchorage: In July, staff prepared a letter from the Chair to the federal Minister of Transport requesting that the Interim Anchorages Protocol, which was set to expire on August 8, 2018, be extended by three months to ensure there is sufficient reliable data upon which to base future anchorage management recommendations. In September staff prepared a letter from the Chair to the federal Minister of Transport to draw his attention to concerns with communications and processes related to the Interim Protocol for the Use of Southern B.C. Anchorages. The Chair explained that the Islands Trust Council was hearing strong and continuing concerns from residents about Transport Canada's lack of community engagement and consultation related to the implementation and extension of the Interim Protocol and ask that Transport Canada review ways to enhance engagement methods and staffing levels to address concerns.

Trans Mountain Pipeline Expansion: Through August and into September, staff prepared a joint letter from Islands Trust trustees (22 signed on) and San Juan County councillors to express that, as elected representatives for the islands in the Salish Sea in both British Columbia and Washington State, they were disappointed by the news of the government's decision to purchase the Trans Mountain Pipeline and proceed with trying to expand it despite the recent Court of Appeal ruling. The letter also stated that they affirmed that they stood united with the Governments of British Columbia, Washington State and First Nations in their efforts to protect the Pacific Coast and the people who live here and expressed hope that the Prime Minister would use the opportunity of the court decision to reconsider the expansion of the Trans Mountain pipeline. The letter was supported by our communications strategy, including a news release. Staff hired a media consultant to support promotion of the letter and secured an article in the National Observer and local media. The letter resulted in the most retweets of any post done to date by the Islands Trust.

In October, staff prepared a letter on behalf of the Islands Trust to submit to the National Energy Board regarding the Trans Mountain Pipeline Reconsideration hearing process. The letter explained that the Islands Trust requested that the Board consider environmental effects of Project-related marine shipping related to use of anchorages in the Southern Gulf Islands as there is concern that Project-related vessels may end up at anchor due to delays resulting from additional Project tankers through the Second Narrows Movement Restricted Area. The letter also explained that there may be the need for additional evidence and study related to air emissions impacts in the Southern Gulf Islands and Boundary Pass/Haro Strait. The letter stated that Islands Trust Council believed there has been insufficient consideration of the cumulative effects of increasing vessel traffic in the Salish Sea. The letter also requested that the hearings should be oral and use cross-examination, and that hearings should be held on Vancouver Island so the people affected by marine shipping and any marine spill can participate, and that the timelines for the process should facilitate the involvement of local governments. The Chair suggested that the Board require information from Parks Canada, Health Canada, and United States agencies involved in transboundary responses to spills.

Solar energy: In October, staff prepared a letter to BC Hydro staff to thank them for the meeting at the Union of British Columbia Municipalities (UBCM) Convention to discuss BC Hydro's net metering program. The Chair explained that Islands Trust's understood that BC Hydro was amending the solar net metering service to curb the amount of energy net-metered customers can sell to BC Hydro, but was still unclear as to the guiding principles that informed this decision. The letter further explained that Trust Council had heard that changes to net metering program were deterring solar panel purchases in the Islands Trust Area.

Proactive vessel management: In October, staff prepared a letter from the Chair to Transport Canada to provide comments on the Proactive Vessel Management discussion paper. The Chair explained that there are concerns in the region about how waterways are used and the potential impacts of vessels on ecologically and culturally sensitive marine and coastal areas. He explained that there is a need to look at issues associated with interactions between recreational boaters and kayakers with commercial deep-sea vessels, as well as socio-economic impacts of anchored deep-sea commercial vessels. The letter suggested that the Islands Trust generally supports the discussion paper's framework principles but suggests they be amended to reference the key principles that the Canada Ocean Strategy says should guide all ocean management decision making: sustainable development, integrated management, and precautionary approach.

Sewage dumping: Staff liaised with BC Ferries to clarify best practices around sewage and garbage dumping. BC Ferries responded with changes to staff levels for dumping oversight and a reminder to its subcontractors to adhere to Transport Canada regulations with respect to sewage dumping. We've heard concerns that there may be the possibility of dumping of sewage closer than three nautical miles from land.

UBCM resolution process: Staff solicited requests for resolutions from senior staff, Trustees, and planners related to presenting one or two resolutions at the AVICC and UBCM conventions in 2019. Resolution suggestions will be presented to Executive Committee for review.

Communications:

Social Media: Our only social media presence remains Twitter and YouTube. With Twitter, we continue to be more active in using the platform. Our goal is to tweet several times a week, including content about the work of the Trust and the Conservancy, job postings, and the occasional sharing of public service and partner information. On December 6, we had 942 followers, a number that has grown with the increased activity during 2018.

The Islands Trust opposition to the Trans Mountain Pipeline expansion allowed us to experiment with promoting key tweets, to see how effective the platform can be to support our advocacy work. We paid \$140 to promote three tweets: one announcing the letter (36K views, 127 engagement); one on how protecting the Salish Sea should be of national interest (25K, 42 engagements); and a third announcing how Islands Trust and San Juan County stand united (23K, 27 engagements). The campaign was supported by a series of related content tweets that were not promoted, among the most popular were: not turning the Salish Sea into a transport corridor (2300 views, 50 engagements); risk to the orcas (1900, 34 engagements). Our tweet in late August welcoming of the court case quashing approvals of the expansion achieved 1700 views and 29 engagements.

Interestingly, although Twitter is the platform that is the most vulnerable to trolling, our Trans Mountain campaign received no trolling whatsoever and only a few negative or counter comments, mostly rather civil.

Other popular tweets during the period included: acknowledging Canadian Environment week in June (7000, 12); prohibition on camp fires and the increase in the Douglas Costal-Fir protection zone both in July and around 2000 views, the latter having 49 engagements.

Our experiment of keeping comments open on our YouTube channel continues with no problems.

Short Films: The Islands Trust's pilot project of three short film were posted in May and June. The one featuring trustee talking about the object of the trust is now at over 1400 views, freshwater at approximately 750, and work with us is at 460. Although the first video has been by far the most popular—and most shared—the other two videos are proving to be good workhorses, the first in supporting awareness about freshwater and the second as a resource for prospective employees.

The films have been well received and we're now planning for three more. At present, the proposed subject matter would be: nuts and bolts of how the Islands Trust works; First Nations in the Trust Area; and National Area Protection Tax Exemption Program (NAPTEP), using Link Island as an example.

Trans Mountain Expansion Communications Support: This form of direct advocacy, focussing on raising awareness to potential national audience, was new for the Trust. We worked without outside consultants who provided advice and guidance and we've now developed a template for supporting this sort of activity should it happen again, including a directory of journalists and editors engaged in environmental reporting.

International Association for Public Participation (IAP2) workshop: the Communications Specialist and Trustee Busheikin attended a special workshop exploring techniques for engaging angry or outraged communities. The workshop provided a lot of practical guidance and suggested ways forward that are being incorporated into a draft communications strategy.

Draft Communications Strategy: The Communications Specialist is working on a draft communications strategy. Originally envisaged as a multi-year strategy, the proposed strategy now focusses on the final quarter of this financial year and 2019/20 in support a period of transition in how we communicate and engage with the public. The strategy contains a mixture of smaller, achievable goals, while also supporting a wider consideration of how we tell our story and how we can work towards better engaging the public.

2017/18 Annual Report: The annual report was printed and presented to the Minister. She, in turn, presented it to the Legislative Assembly in November.

2019/20 Budget Consultation: A draft of the public consultation materials for next year's budget has been completed and staff are working on amendments in response to Financial Planning Committee (FPC) feedback. The approach this year is to provide more information and context within the survey process itself and to engage the public on specific questions related to the operations of the Trust.

Education/Partnership programs:

Sea level rise workshops: Working with Living Oceans Society, Trust Programs Committee has partnered to provide five workshops on sea level rise. The workshops will take place from December 2018 to March 2019 and interactions will culminate in a report outlining concerns and questions from participants. The workshop goal is to provide education related to impacts from sea level rise.

Ocean Watch: We continue to contract a minute taker for the Ocean Watch Task Force.

ISLANDS TRUST CONSERVANCY

REPORT TO TRUST COUNCIL

3rd Quarter 2018-2019

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
1. STRATEGIC PLANNING/ADMINISTRATION	
Corlynn Strachan, Administrative Assistant, on temporary assignment with FLNRORD; Alexandra Trifonidis assigned as A/ Administrative Assistant until April 2019 Revised job description and classification review for Property Management Specialist; drafted posting and reviewed applications for A/Property Management Specialist Provided Regional Conservation Plan briefing to all LTCs and BIM Developed Business Case and budget request for consideration by Islands Trust Conservancy Board and Trust Council Issued Forage Fish Mapping contract for Sidney and James Islands Trustee orientation for elected trustees (Trust Council) and new ITC board trustees Attended the BC Protected Areas Research Forum (2 staff)	Develop naming protocol for nature reserves and covenants, and revise policy as necessary Update ecosystem mapping on internal mapping application and MapIT Fill position of and train A/Property Management Specialist Obtain forage fish mapping for Gabriola and Saturna Determine additional staffing requirements to cover deferred salary leave for A/ Ecosystem Protection Specialist, Nuala Murphy Draft job description for Covenant Monitoring & Outreach Coordinator (2019-20 budget request) for and submit for classification review
2. COVENANT AND PROPERTY ACQUISITIONS	
Finalized Sandy Beach covenant and reviewed baseline inventory report (Keats) Approved and registered Link Island NAPTEP Covenant and issued Natural Area Exemption Certificate (Gabriola LTA) Completed 2.5 ha Valens Brook Nature Reserve addition donation (Denman) Met fundraising goal for Salish View acquisition (Lasqueti) in partnership with the Lasqueti Island Nature Conservancy	Continue to negotiate six covenants (South Pender, Salt Spring, Keats, Thetis & Lasqueti (2)) Continue to negotiate transfer of three properties: Sandy Beach Nature Reserve (Keats), Crystal Mountain transfer (Galiano) and Salish View Nature Reserve (Lasqueti) Complete transfer, covenant and baseline report for Salish View property

As of January 2019 the Islands Trust Conservancy protects 105 conservation properties, 29 nature reserves and 76 covenants (of which 25 have NAPTEP certificates)



ISLANDS TRUST CONSERVANCY

REPORT TO TRUST COUNCIL

3rd Quarter 2018-2019

3. COVENANT AND PROPERTY MANAGEMENT	
Held open house for the Fairyslipper Nature Reserve (Thetis) Management Plan, Oct 13, 2018 Letters sent reporting the annual monitoring results to landowners and partners and giving more information to them about ITC name change Met with Penelakut Tribe Elder, Chief and staff regarding management of Thetis Nature Reserves Public web conference open house for the revision of the three Gambier nature reserve management plans on December 12, 2018	Management plan revision continues for the three nature reserves on Gambier and the two nature reserves on Thetis Invasive removal on 3 protected areas on Salt Spring Island Issue contract to begin management plan revisions for 3 Denman Island nature reserves
4. COMMUNICATIONS	
Issued news releases for Salish View campaign regarding half-way mark in fundraising and matching fund campaign Issued news release for name change and updated website, social media and e-news Updated communications materials, stationary and ITC plans with new name Provided support for creation of Sensitive Ecosystem Fact Sheets for the northern islands Finalized Regional Conservation Plan Summary Social media advertising for Fairyslipper Forest and Gambier nature reserve open houses	Issue news releases and website updates for registered conservation covenants/completed land acquisitions Review ITC website language to include acknowledgement and consideration of First Nations Develop Social Media Procedure in cooperation with Islands Trust Communications Specialist Develop Local Trust Area profiles based on Regional Conservation Plan
5. FUNDRAISING AND CONSERVANCY SUPPORT	
Completed September Opportunity Fund application intake and evaluation Submitted funding proposal to the Canada Nature Fund for Salish View acquisition (Lasqueti) Sent annual holiday cards for donor appreciation Complete fundraising for 11.6 hectare 'Salish View' property acquisition by December 2018 (Lasqueti)	Continue to identify grant opportunities for ITC projects, including granting opportunities to facilitate First Nations collaboration Evaluate mid-cycle Opportunity fund requests

As of January 2019 the Islands Trust Conservancy protects 105 conservation properties, 29 nature reserves and 76 covenants (of which 25 have NAPTEP certificates)

To: Trust Council **For the Meeting of:** January 15 - 16, 2019
From: Clare Frater, Director Trust Area Services **Date prepared:** December 6, 2018

SUBJECT: ISLANDS TRUST COMMUNITY STEWARDSHIP AWARDS 2019

DESCRIPTION OF ISSUE:

In 2019, the Islands Trust will offer the sixteenth annual Community Stewardship Awards Program. It provides an opportunity for the Islands Trust to engage island communities in promoting stewardship that advances the Object of the Islands Trust. In a closed meeting in May, 2019, Trust Programs Committee will decide which nominees to recommend to Trust Council for an award. This briefing is to advise Trust Council of the process for delivering the 2019 awards program.

BACKGROUND:

- The purpose of the Community Stewardship Awards (CSA) program is to recognize and encourage the actions of individuals and organizations that support the mandate of the Islands Trust.
- Since its inception in 2002, 83 awards have been given to individuals and organizations across the entire Trust Area. Nominated and award-winning projects have addressed a wide range of issues including: land, water and marine conservation, agriculture, wildlife rescue and rehabilitation, community news publication, and the compilation and management of community records.
- Trust Programs Committee is responsible for reviewing CSA nominations in May and recommending award recipients to Trust Council in June.

OVERVIEW:

Islands Trust will request nominations from the public and other agencies through a news release, the Islands Trust website, 'tweets', notices to subscribers, and posters. The deadline for award nominations will be in April, 2019. The Islands Trust Council Chair will send all nominees a congratulatory letter and the Islands Trust will announce the names of all nominees in a news release. Typically, local trust committees and Bowen Island Municipality host on-island recognition events for recipients and nominees.

Administration of the CSA program is established in [Community Stewardship Awards Program policy](#) (2.1xi). Trust Council amended this policy in December 2016 by adding two new criteria:

- time and effort
- ongoing public service .

Proposed Awards Timeline and Process

February:	Announce award program (news release with broad distribution to media and potential nominators, notice board posters, web page information, etc.).
March:	Provide posters to trustees for local promotion
Mid-April:	Close of nominations, followed by initial staff screening of nominations for eligibility
Late-April	All nominees will receive a letter from the Chair
Mid-April to Early May	Staff develop profiles of each nomination in consultation with nominee and nominator and post to website with news release
Late April:	Staff seek input on nominations from local trustees
Late April:	Nominations forwarded to Trust Programs Committee members for consideration.
May:	Trust Programs Committee reviews nominations and forwards recommendations to Trust Council. Nominees are assessed according to the following criteria: relationship of project or work to the Islands Trust Policy Statement, benefits to the community or Trust Area, collaboration with others, innovation, and community support
June:	Trust Council decision regarding awards and award recipients notified
June:	News release issued and names of recipients posted to website
Aug:	If needed, Trust Programs Committee review of the program and process
Fall:	Awards presentations at local trust committee or island municipality meetings Each award recipient is presented with an award and a letter of congratulations from the Trust Council Chair. In previous years, recipients have been honoured at a special event arranged by local trustees, where family, friends, interested community members, local media and others are present. Guidelines for arranging a Community Stewardship Award event (either special or during a regularly scheduled meeting) will be provided to the relevant trustees and staff after Trust Council decides on the recipients.

Budget and Resources

- The cost for each award will not exceed \$100.
- Local trust committees may use up to \$100 from their local trust committee budgets to cover the costs of a public presentation ceremony.
- Trust Area Services staff provide support to the Trust Programs Committee in implementing the awards program, which can require up to two weeks of staff time spread over five months.

ATTACHMENT: Community Stewardship Award Program Overview - 2002-2017.

FOLLOW-UP: Staff will administer the 2019 Community Stewardship Award program as directed by policy / Trust Program Committee.

- Trust Council will consider the nominations and determine the recipients of the Community Stewardship Awards. Islands Trust will then announce the names of award recipients in a news release.
- Trustees may present the awards at local trust committee or Bowen Island Municipality meetings in late summer/fall of 2019, or at Trust Council meetings where appropriate.

Prepared By: Lisa Wilcox, Acting Senior Policy Advisor

Reviewed By/Date: Clare Frater, Director, Trust Area Services, December 7, 2018
Russ Hotsenpiller, CAO, December 7, 2018

Community Stewardship Award Program Overview 2002-2017

Number of Nominations - Since 2002, there have been 196 nominations with an average of 13 nominations per year. This year we received the highest number of nominations (19). The lowest number of nominations (6) occurred in 2010. There were 17 nominations in 2015, the last time the program was offered.

Number of Recipients – Since 2002, there have been 76 Community Stewardship Awards recipients. There has been a range in the number of awards given each year, ranging from three awards in 2002 to seven awards in 2014 and 2015.

Nominations per Island	196		Recipients per Island	76
North and South Pender Islands	45		Salt Spring Island	17
Salt Spring Island	35		North and South Pender Islands	14
Hornby Island	20		Bowen Island	4
Denman Island	15		Denman Island	6
Mayne Island	13		Hornby Island	6
Saturna Island	12		Saturna Island	7
Galiano Island	9		Mayne Island	6
Gabriola Island and Mudge Island	19		Gabriola Island	6
Lasqueti Island	10		Lasqueti Island	3
Bowen Island + Bowyer/Passage	9		Galiano Island	4
Thetis Island	4		Gambier Island	2
Gambier Island	3		Thetis Island	1
Trust-wide	2		Trust-wide	1

2002- 2017 LIST OF NOMINEES/ISLANDS

Bullet and bold font indicates award recipients

Year	Individual Nominated & Island	Group Nominated & Island	Island Nominees
2017	Bob Turner, Bowen Island Bob Weeden, Salt Spring Island Brenda Guiled, Salt Spring Island Everhard van Lidth de Juede, Bowen Island Jacinthe Eastick, Gabriola Island John Peirce, Gabriola Island Karen Ethridge, Hornby and Denman Islands Laura Matthias, Salt Spring Island Liz Ciocea, Gabriola Island Michelle Catherine Nelson, Bowen Island	Denman Island Memorial Society Gabriola Arts Council (two nominations) Hornby and Denman Community Health Care Society Lasqueti Islands Emergency Dispatch Advisory Committee Mayne Island Assisted Living Society Mudge Island Citizens Society Salt Spring Seniors Services Society Saturna Community Club	Bowen (3) Denman (1) Denman and Hornby (2) Gabriola (5) Lasqueti (1) Mayne (1) Mudge (1) Salt Spring (4) Saturna (1) Total = 19
2015	• Leigh Ann Milman, Gabriola Island • Susan Yates, Gabriola Island • Michael Dunn, Mayne Island	• Island Futures Society, Gabriola Island • Mayne Island Agricultural Society • Saturna Island Marine Research and	Denman (1) Gabriola (6) Gambier (1)

Year	Individual Nominated & Island	Group Nominated & Island	Island Nominees
	Marguerite Lee, Salt Spring Island Richard Bauer, Lasqueti Island Jan Kirkby, North Pender Island Andrew Fall, Lasqueti Island Grant Scott, Hornby Island	Education Society • Protect Grace Islet Group, Salt Spring Island Denman Opposes Coal Gabriola Land and Trails Trust Gabriola Rescue of Wildlife Society Keats Island Fire Equipment Group, Gambier LTA Watercliff Farm, Gabriola Island	Hornby (1) Lasqueti (2) Mayne (2) Penders (1) Salt Spring (2) Saturna (1) Total = 17
2014	• David Denning, Salt Spring Island • Brian Hollingshead, Saturna Island • Barrie Morrison and Nancy Waxler-Morrison (posthumous) of North Pender Island • Paul and Monica Petrie, Pender Islands • Christa Grace-Warrick, Pender Islands	• Association of Denman Island Marine Stewards • Galiano Conservancy Association	Denman (1) Galiano (1) Penders (3) Salt Spring (1) Saturna (1) Total = 7
2013	• Richard Blagborne, Saturna Island • Chris and Judith Plant, Gabriola Island • Jan Slakov, Salt Spring • Ana Miriam Leigh (posthumous), Denman Island Dr. Peter Carter and Julie Johnston, North Pender Island Mike Hoebel, Galiano Island Patrick Smith, South Pender Jill Treewater, Salt Spring	• Lasqueti Island Forage Fish Team • Mayne Island Conservancy • Salt Spring Island Water Council Bowen Island Golf Association Denman Island Volunteer Fire Department Salt Spring Island Water Preservation Society	Bowen (1) Denman (2) Gabriola (1) Galiano (1) Lasqueti (1) Mayne (1) Penders (2) Salt Spring (4) Saturna (1) Total = 14
2012	• Stuart Watson, Gambier Island • Margot Venton, North Pender Island • Anne Macey, Salt Spring Island • Dr. Donald Marshall, Bowen Island • Peter Karsten, Denman Island Michael Dunn, Mayne Island Patricia Forbes, Lasqueti Island Lindsay Hamson, South/North Pender Islands Shirley LePers, South/North Pender Islands Ken Millard, Galiano Island Monica and Paul Petrie, South/North Pender Islands Dr. John Sprague, Salt Spring Island Bob Watson, Salt Spring Island John Wiznuk, Saturna Island	• Gabriola Island Health Care Foundation, Society and Auxiliary • Hornby Quilters Group • Saturna Island Ecological Education Centre Denman Island Residents Association's Parks Committee	Bowen (1) Denman (2) Gabriola (1) Galiano (1) Gambier (1) Hornby (1) Lasqueti (1) Mayne (1) Penders (4) Salt Spring (3) Saturna (2) Total = 18
2011	• Sue Ellen Fast, Bowen Island • Barry Mathias, Pender Islands	• Hornby New Clinic Committee, Hornby Island	Bowen (1) Denman (1)

Year	Individual Nominated & Island	Group Nominated & Island	Island Nominees
	• Sara Steil, Pender Islands • Jane Wolverton, Galiano Island Henning Nielsen, Denman Island Gisele Rudischer, Gabriola Island Nadia Krebs, Galiano Island Wayne Hewitt, Salt Spring Island	• Pender Island Fire Rescue Department, Pender Islands	Gabriola (1) Galiano (2) Hornby (1) Penders (3) Salt Spring (1) Total = 10
2010	• Tekla Deverell, North Pender • Patti Willis, Denman • Jon Guy, Saturna • Sylvia Pincott, North Pender • Dorothy Cutting, Salt Spring Pat Ropars, Saturna	None	Denman (1) Pender (2) Salt Spring (1) Saturna (2) Total = 6
2009	• Kelsey Mech, Salt Spring • Patricia McLaughlin, Denman • Jacqueline Booth, Salt Spring (Posthumous nomination) Andrew Carmichael, Hornby Linda and Peter George, Gabriola Janice Oakley and Martine Paulin, Galiano	• Hornby Island Residents and Ratepayers' Association • Salt Spring Island Conservancy Lasqueti Internet Access Society Mayne Island Early Childhood Society Mayne Island Agricultural Society and Fall Fair Pender Islands Community Service Society Pender Organic Community Garden Society	Denman (1) Galiano (2) Hornby (2) Mayne (2) Lasqueti (1) Pender (2) Salt Spring (3) Total = 13
2008	• Mary Cooper, Mayne • Maureen Moore, Salt Spring • Geri Crooks, Saturna • Alasdair and Nancy Gordon, Lasqueti Peter Askin, Mayne John Arthur Money, Saturna Patricia McLaughlin, Denman Lon Wood, Thetis Grant Gordon, Thetis Patti Willis, Denman Bowie Keefer, Galiano Tekla Deverell, Pender	• Lasqueti Island Nature Conservancy • Lyall Creek Salmon and Trout Enhancement Project, Saturna Island Saturna Scribbler Volunteers Land Trust Alliance of British Columbia Pender Islands Animal Welfare Society	Denman (2) Galiano (1) Lasqueti (2) Mayne (2) Pender (2) Saturna (4) Salt Spring (1) Thetis (2) All islands (1) Total = 17
2007	• Ursula Poepel - Pender Islands • Karl Hamson - Pender Islands • Jennifer Brown MacLeod - Gabriola Derek Hopzapfel - Pender Islands Sara Steil – Pender Islands David Rae – Pender Islands Beverley Vreeswijk - Thetis	• The Pender Post - Pender Islands • Gambier Island Conservancy • SSI Alternative Gypsy Moth Control Program Pender Islands Conservancy Association	Pender (7) Salt Spring (2) Gambier(1) Gabriola (1) Thetis (1) Total = 12
2006	• Bob Burgess, Thetis • Anne Johnson, Mayne David Manning, Pender Glenna Borsuk, Gabriola Jan Kirby, Pender Michelle Marsden, Pender	• Michelle Marsden and the B.C. Coastal Clean Up Campaign, Pender Islands • Salt Spring Island Conservancy, Mount Erskine Campaign	Pender (4) Salt Spring I(1) Thetis (1) Mayne (1) Gabriola (1)

Year	Individual Nominated & Island	Group Nominated & Island	Island Nominees
			Total = 8
2005	• Hilary Brown, Hornby • Katherine Dunster, Bowen Nicholas/Naomi Wilde, North Pender (honourable mention) Christa Grace-Warrick, North Pender Darlene Gage, Hornby Dave and Florence Davidson, North Pender Leigh-Ann Millman, Gabriola Maureen Moore, Salt Spring Newell Smith, North Pender Robert Weeden, Salt Spring Sylvia Pincott, North Pender	• Hornby Water Stewardship Project • Mayne Island Japanese Gardens Denman Conservancy Association (honourable mention) Hornby Island Community Economic Enhancement Corporation	North Pender (5) Hornby(4) Salt Spring (2) Bowen (1) Gabriola (1) Denman (1) Mayne (1) Total = 15
2004	• Kenneth Millard, Galiano • Tom Gossett, Salt Spring Susan Crowe Hornby Island Andrew Carmichael/Dale Chase, Hornby Darlene Gage, Hornby Don Herbert, Mayne David Work, Hornby	• Island Stream and Salmon Enhancement Society, Salt Spring Island • Salt Spring Island Residents for Responsible Land Use	Hornby (4) Salt Spring (3) Galiano (1) Mayne (1) Total = 9
2003	• Jenny Balke, Denman • Tony Quin, Hornby Margaret Taylor, Gabriola Giles Bassett, Hornby Chris Ferris, Lasqueti Pat Forbes, Lasqueti Donald Twohey, Passage Kathy Reimer, Salt Spring	• Bowen Forest & Water Management Society • Islands in the Salish Seas Mapping Project - All Islands Conservancy Hornby Island Hornby Residents & Ratepayers Assn Mayne Agricultural Society and Fall Fair The Pender Islands Museum Society The Pender Islands Parks Commission Whalewylch Farm, Pender Island Salt Spring Island Monetary Foundation	Hornby (4) Penders (3) Lasqueti (2) Salt Spring (2) Bowen (1) Denman (1) Gabriola (1) Mayne (1) Passage (1) All Islands (1) Total = 17
2002	• Maureen Milburn, Salt Spring Tony Quin, Hornby David Spalding, South Pender Bev Bullen, Hornby Earl Hastings, Pender Islands Helen Allison, North Pender Island The Late Allan Brooks, South Pender David and Mary Dennis, North Pender	• Community of Trincomali – North Pender Island • Island Wildlife Natural Care Centre - Salt Spring Island Pender Islands Recycling Society Salt Spring Island Monetary Foundation Salt Spring Women – Preserve /Protect Salt Spring Women – Fund raising	Penders (7) Salt Spring (5) Hornby (2) Total = 14

Island Trust Council Priorities Chart

Islands Trust Council Goals	Executive Committee	Islands Trust Conservancy
1. Ecosystem Preservation and Protection 2. Ensure human activity and development are compatible with maintenance of Trust Area ecosystems 3. Sustain Island Character and Healthy Communities 4. Effective, Efficient and Collaborative Governance	1. Islands Trust Act Amendments 2. Anchorages Advocacy Strategies 3. Update Islands Trust Policy Statement	1. Strategic Planning/Administration 2. Covenant and Property Acquisitions 3. Property and Covenant Management 4. Communications 5. Fundraising and Conservancy Support

Financial Planning Committee	Local Planning Committee	Trust Programs Committee
1. Draft 2019/20 Budget (including Budget Assumptions and Principles document) 2. Trustee Benefits Review 3. KPMG Audit Observations	1. Community Housing Needs 2. Protect Coastal Douglas-fir and Associated Ecosystems	1. Review the Islands Trust Policy Statement 2. Trust Secretariat 3. Sea Level Rise Workshops



Northern Islands

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

Ballenas-Winchelsea Islands

1. Advocacy for the protection and appropriate use of Crown islets.
2. Nanoose First Nation Relationship Building.
3. Implement the Protection of Coastal Douglas fir and association ecosystems toolkit and Islands Trust Conservancy Regional Conservation Plan.

Denman Island

1. Denman Island Farm Plan Implementation
2. Temporary Use Permits
3. Cannabis Land Use Regulation

Gabriola Island

1. Housing Options and Impacts Review Project
2. Cannabis Production and Retail Sales
3. Develop an Ecological Protection Zone

Gambier Island

1. Riparian Areas Regulation
2. Gambier OCP Comprehensive Review
3. Keats Island OCP/LUB Amendments
4. OCP Advocacy Policies - Implementation & Support

Southern Islands

Galiano, Mayne, North Pender,
South Pender, Saturna

Galiano Island

1. Affordable Housing Strategy
2. Dock Review

Mayne Island

1. Commercial Land Use Review
2. Tiny Home Initiative
3. Review of Zoning for Contractors Yards

North Pender Island

1. Land Use Planning for Waste Transfer
2. Climate Change Adaptation and Resilience

Saturna Island

1. First Nations Relationship Building
2. Secondary Suite Review
3. National Park Zoning

South Pender Island

1. First Nations Reconciliation
3. Pedestrian and Cycle Routes



Northern Islands

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

Hornby Island

1. Land Use Bylaw Amendments
2. Groundwater Protection and Water Conservation Project
3. Vacation Home Rental Community Education and Bylaw Compliance Campaign
4. Addressing Housing Needs

Lasqueti Island

1. Review of Lasqueti subdivision regulations
2. OCP/LUB Review
3. Freshwater Project

Thetis Island

1. Riparian Areas Regulation Implementation
2. Ruxton Island Private Moorage Review
3. Relationship Building with Local First Nations

Salt Spring Island

Salt Spring Island

1. Watershed Management+SSIWPA
2. Ganges Village Area Planning - Harbourwalk
3. LUB Update -Industrial Zones
4. LUB Update - Rural Watershed Uses. Agricultural uses appear incompatible with watershed drinking water quality.
5. Affordable Rental Housing - Cottages



January 16, 2019
Islands Trust Council
Local Trust Committees Review

Background: This outline is presented in support of Trust Council orientation

Purpose:

1. To provide an overview of Local Planning Services

Resources:

David Marlor, Director of Local Planning Services (DLPS)
 Stefan Cermak, Regional Planning Manager (RPM)
 Robert Kojima, Regional Planning Manager (RPM)
 Ann Kjerulf, Regional Planning Manager (RPM)
 Miles Drew, Bylaw Enforcement Manager (BEM)

TIME	TOPIC	WHO
3:15 pm	Local Trust Committee Meetings • Purpose • Preparation • Conducting • Roles of Staff • Follow-up	DLPS Marlor RPM Cermak BEM Drew RPM Kojima RPM Kjerulf
3:45 pm	Current Planning • Types of applications • Use of staff Reports • Use of Briefing	
4:15 pm	Policy Planning • Project Charter • Budget Allocation • Role of the Local Trust Committee • Role of staff	
4:40 am	Questions	