Islands Trust Council
Quarterly Meeting Agenda

Date: March 10 - 12, 2020

Location: Harbour House Hotel

121 Upper Ganges Road, Salt Spring Island, BC

Pages

1. CALL TO ORDER

2. APPROVAL OF AGENDA

3. GENERAL BUSINESS ARISING

3.1 Resolutions Without Meeting

None

3.2 December Trust Council Draft Minutes 7 - 21

3.3 Trust Council Follow Up Action List 22 - 28

3.4 Trustee Round Table

1. Emergent issue: Statement of Solidarity
2. General Update from Trustees

4. EXECUTIVE

4.1 Consent Agenda Items:

That Trust Council adopt the recommendation(s) contained in the following items presented in the March 10-12, 2020 Trust Council Consent Agenda:

4.1.1 Executive Committee Work Program Report 29 - 30

That the Islands Trust Council approves the Executive Committee Work Program Report as presented.

4.1.2 Victoria Office Renovation - Briefing 31 - 35

Receive for information.

4.1.3 Continuous Learning Plan 36 - 39

Receive for information.

4.2 Decision/Discussion Items:

4.2.1 Statement of Solidarity - Briefing 40 - 40

4.2.2 Chief Administrative Officer's Report 41 - 42

4.2.3 Proposed Amendments to Trust Council Meeting Procedures Bylaw 101 - RFD 43 - 67

That staff be directed to prepare an amendment bylaw to implement changes to Bylaw No. 101, "Islands Trust Council Meeting Procedures Bylaw, 2004" as outlined in Appendix 1; and that the amendment bylaw be referred to Trust Council for readings at the June 2020 Trust Council meeting.

4.2.4 Amendment to Annual Meeting Frequency - Briefing 68 - 75

4.2.5 Strategic Planning Actions Update - Briefing 76 - 81

5. LOCAL PLANNING SERVICES

5.1 Consent Agenda Items:

That Trust Council adopt the recommendation(s) contained in the following items presented in the March 10-12, 2020 Trust Council Consent Agenda:

5.1.1 Director of Local Planning Services Report 82 - 84

Receive for information.

5.1.2 Local Planning Committee Work Program Report 85 - 87

That the Islands Trust Council approves the Local Planning Committee Work Program Report as presented.

5.2 Discussion/Decision Items:

5.2.1 Local Planning Services 2018 Review Implementation Update - Briefing 88 - 91

5.2.2 Bylaw Compliance and Enforcement Statistical Reports - Briefing 92 - 98

6. TRUST AREA SERVICES

6.1 Consent Agenda Items:

That Trust Council adopt the recommendation(s) contained in the following items presented in the March 10-12, 2020 Trust Council Consent Agenda:

6.1.1 Trust Programs Committee Work Program 99 - 100

That the Islands Trust Council approves the Trust Programs Committee Work Program Report as presented.

6.1.2 Islands Trust Conservancy Report 101 - 102

Received for information.

6.1.3 Legislative Monitoring Report - Briefing 103 - 119

Receive for information.

6.2 Discussion/Decision Items

6.2.1 Director of Trust Area Services Report 120 - 123

6.2.2 Redress of Historical Wrongs Against Japanese Canadians in BC - RFD 124 - 128

That Islands Trust Council request the Chair to send a letter of support to the Premier of British Columbia for redress of historical wrongs against Japanese Canadians.

6.2.3 Community Stewardship Awards Program Policy 2.1.11 and Nomination Form - RFD 129 - 138

That the Islands Trust Council amend Policy 2.1.11 Administration of the Community Stewardship Awards Program dated March 7, 2003 with the revised Policy 2.1.11 Administration of the Community Stewardship Awards Program dated December 5, 2019.

6.2.4 Islands 2050 Update - Briefing 139 - 153

7. ADMINISTRATIVE SERVICES

7.1 Consent Agenda Items:

That Trust Council adopt the recommendation(s) contained in the following items presented in the March 10-12, 2020 Trust Council Consent Agenda:

7.1.1 Director of Administrative Services Report 154 - 157

Receive for information.

7.1.2 Financial Planning Committee Work Program 158 - 158

That the Islands Trust Council approves the Financial Planning Committee Work Program Report as presented.

7.2 Decision/Discussion Items:

7.2.1 December 31, 2019 Financial Report - RFD 159 - 164

That Trust Council approve the December 31, 2019 Financial Report as presented.

7.2.2 2019/20 Financial Forecast - Briefing 165 - 171

7.2.3 Transfer from General Revenue Surplus Fund to LTC- Project Specific Reserve Fund - RFD 172 - 173

That Trust Council approve a transfer $150,000 from the General Revenue Surplus Fund to the LTC - Project Specific Reserve Fund.

8. CLOSED MEETING SESSION - CONTINUOUS LEARNING (under separate cover)

That the Islands Trust Council close this meeting to the public subject to Section 90(1)(g) and (i) of the Community Charter in order to consider matters related to litigation or potential litigation affecting the Islands Trust and the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose and that staff be invited to remain in the meeting.

9. LUNCH AND LEARN 174 - 174

Guest speaker, Tine Rossing, will present on climate change adaptation and ecosystem management.

10. DELEGATIONS

10.1 Maxine Leichter - Bylaws Should Be Enforced 175 - 182

10.2 Eric Booth - Application Fees 183 - 183

10.3 Salt Spring Community Energy Society re: Community Energy Manager 184 - 186

10.4 Gulf Island Frontlines - The Way Forward in a time of Reconciliation - requesting support for a resolution 187 - 189

10.5 Gulf Islands Alliance re: Forestry 190 - 190

10.6 Town Hall

Members of the public to address Trust Council.

11. FINANCIAL PLANNING COMMITTEE INTRODUCTION OF 2020/21 BUDGET

11.1 Draft 2020/21 Budget Session Outline 191 - 191

11.2 Draft 2020/21 Budget Assumptions and Principles 192 - 195

11.3 Draft 2020/21 Budget Overview 196 - 206

11.4 Draft 2020/21 Budget Funding Requests 207 - 271

11.5 SSIWPA Tax Requisition - RFD 272 - 285

That the Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of $75,500 in its 2020/21 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee (LTC) in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

11.6 2020/21 Budget Public Consultation Feedback - Briefing 286 - 366

12. CLOSED MEETING SESSION (under separate cover)

That the Islands Trust Council close this meeting to the public subject to Sections 90(1)(g)(i)(k) and (2)(b) of the Community Charter in order to consider matters related to (g) litigation or potential litigation affecting the Islands Trust; (i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; (k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public and 2(b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party and that staff remain in the meeting.

13. 2020/21 BUDGET APPROVAL

13.1 Financial Plan Bylaw No. 178 - RFD

367 - 372

That Islands Trust Council Bylaw 178, cited as the "Financial Plan Bylaw, 2020/21" be Read a First Time.

That Islands Trust Council Bylaw 178, cited as the "Financial Plan Bylaw, 2020/21" be Read a Second Time.

That Islands Trust Council Bylaw 178, cited as the "Financial Plan Bylaw, 2020/21" be Read a Third Time.

That Islands Trust Council Bylaw 178, cited as the "Financial Plan Bylaw, 2020/21" be forwarded to the Minister of Municipal Affairs and Housing for approval consideration.

13.2 Revenue Anticipation Bylaw No. 179 - RFD

373 - 375

That Islands Trust Council Bylaw 179, cited as the "Revenue Anticipation Borrowing Bylaw 2020-21" be Read a First Time.

That Islands Trust Council Bylaw 179, cited as the "Revenue Anticipation Borrowing Bylaw 2020-21" be Read a Second Time.

That Islands Trust Council Bylaw 179, cited as the "Revenue Anticipation Borrowing Bylaw 2020-21" be Read a Third Time.

That Islands Trust Council Bylaw 179, cited as the 'Revenue Anticipation Borrowing Bylaw 2020-21" be forwarded to the Minister of Municipal Affairs and Housing for approval consideration.

14. NEW BUSINESS

15. SUMMARY / UPDATES

15.1 Trustee Updates

15.1.1 BC Ferries (Ferry Advisory Committee Chairs)

15.1.2 First Nations

15.1.3 Gulf Islands National Park Reserve Advisory Committee

15.1.4 Salt Spring Island Watershed Protection Alliance (SSIWPA)

15.1.5 Howe Sound Community Forum

15.1.6 Anchorages Roundtable Update

15.2 Priorities Chart

376 - 378

15.3 Proposed June Trust Council Agenda Program

379 - 379

15.4 Disposition of Delegations and Town Hall Requests

16. CORRESPONDENCE

16.1 **Minister Jordon's resp re: additional resources for enforcement of shellfish aquaculture regulations dated January 28, 2020** 380 - 381

17. NEXT MEETING

The next Islands Trust Council Quarterly meeting will be held on Hornby Island, June 16-18, 2020.

18. ADJOURNMENT

Trust Council
Minutes of Regular Meeting

Date: **December 3-5, 2019**
Location: **Victoria Coast Hotel & Marina - Ballroom**
146 Kingston Street, Victoria, BC

Executive Present: Peter Luckham, Chair, Thetis Island
Sue Ellen Fast, Vice Chair, Bowen Island Municipality
Laura Patrick, Vice Chair, Salt Spring Island
Dan Rogers, Vice Chair, Gambier/Keats Island

Trustees Present: Michael Kaile, Bowen Island Municipality
Laura Busheikin, Denman Island
David Critchley, Denman Island
Scott Colbourne, Gabriola Island
Kees Langereis, Gabriola Island
Tahirih Rockafella, Galiano Island
Jane Wolverton, Galiano Island
Kate-Louise Stamford, Gambier Island
Alex Allen, Hornby Island
Grant Scott, Hornby Island
Peter Johnston, Lasqueti Island
Timothy Peterson, Lasqueti Island
Jeanine Dodds, Mayne Island
David Maude, Mayne Island – arrived December 4
Ben McConchie, North Pender Island – arrived December 4
Deb Morrison, North Pender Island
Peter Grove, Salt Spring Island
Paul Brent, Saturna Island
Lee Middleton, Saturna Island – arrived December 4
Cameron Thorn, South Pender Island
Steve Wright, South Pender Island
Doug Fenton, Thetis Island

Staff Present: Russ Hotsenpiller, Chief Administrative Officer
David Marlor, Director Local Planning Services
Clare Frater, Director, Trust Area Services
Julia Mobbs, Director, Administrative Services
Carmen Thiel, Legislative Services Manager
Lori Foster, Executive Coordinator/Recorder
Nigel Hughes, Computer Applications Support Technician
Lisa Wilcox, kwakwemtenaat, Senior Intergovernmental Policy Advisor
Vicki Swan, Communications Specialist

DRAFT

December 3, 2019

1. RECONCILIATION ACTION PLAN - RESIDENTIAL SCHOOL PRESENTATION

At 1:30 PM, Chair Luckham welcomed guest speaker Bill Adsit who shared his lived experience "as a residential school conqueror, not just a survivor. Mr. Adsit had 38 years of experience serving in the Canadian military, Transport Canada, Revenue Canada, and Industry Canada before assuming the role of director of business development for his own band, the Tahltan First Nation."

There was a break from 3:00 PM to 3:15 PM.

Senior Intergovernmental Policy Advisor (SIPA) Wilcox, kwakwemtenaat, presented a Power Point entitled "Gathering to Learn About the Past – residential school presentation".

The session recessed for the day at 4:30 PM.

December 4, 2019

2. CALL TO ORDER

Chair Luckham called the meeting to order at 8:33 AM acknowledging and expressing gratitude for being on Lekwungen treaty and traditional territory.

3. APPROVAL OF AGENDA

For consideration to add to the agenda:
16.1 Regional Grant Funding for Poverty Reduction Strategy
16.2 BC Ferries Advocacy
16.3 Japanese Canadian community redress

By general consent, the agenda was adopted as amended.

4. GENERAL BUSINESS ARISING

4.1 Resolutions Without Meeting - TC-RWM-2019-04 and TC-RWM-2019-05

Provided for information.

4.2 Adoption of September Trust Council Meeting Draft Minutes

By general consent, the Trust Council minutes of September 17-18, 2019 were adopted as presented.

4.3 Trust Council Follow Up Action List

Chief Administrative Office (CAO) Hotsenpiller clarified the addition of Islands Trust to the *Auditor General of Local Government Act*, for the purposes of a potential audit.

Director Frater responded regarding the communications strategy being delayed due to staff changeover.

Received for information.

4.4 Trustee Round Table

The topic specific round table focused on the question, "What has our First Nations Reconciliation Declaration meant to your island? Provide any action(s) your island is undertaking.

In general, trustee responses varied from working to amend official community plans which recognize First Nations, to grass roots community groups and youth engagement through education and music. Local First Nations representation has been consistent in some local trust areas, while others are moving more slowly. Most trustees indicated a personal growth which is reflected in their community interactions.

5. EXECUTIVE

5.1 Consent Agenda Items:

Item 5.1.1 was removed from the Consent Agenda and added under 5.2 Decision/Discussion items.

5.2 Decision/Discussion Items:

5.1.1 Executive Committee Work Program Report

CAO Hotsenpiller answered questions on how the *Islands Trust Act* amendments would strengthen the mandate of the Trust. He spoke to action items addressing the climate change emergency.

TC-2019-101
MOVED by Trustee Rogers, SECONDED by Trustee Fenton,
That Trust Council approve the Executive Committee work program report as presented.

CARRIED

5.2.1 Chief Administrative Officer's Report

CAO Hotsenpiller spoke to the report. He answered questions on the following:

- *Islands Trust Act* amendment process, awaiting the Ministry's response;
- Staff resources at meetings;

- Allocation of CAO time and attendance at meetings;
- The 2050 engagement as an effective use of resources; and
- Emergency management and jurisdictional resources.

Received for information.

5.2.2 Continuous Learning Plan

The following list was noted for addition to the Continuous Learning Plan:

- West Coast Environmental Law re foreshore jurisdiction;
- Coast Guard re spill response plan, lack of consultation with Trust Council and local trust committees;
- Bylaw enforcement processes;
- Water licensing Branch session re role, expertise, and knowledge of aquifers;
- Department of Fisheries and Oceans re fish stocks in dire straights;
- Elected officials and/or staff on how the political government works;
- Foreshore erosion and middens;
- Community engagement for stewardship;
- First Nations return to the lands and water.

TC-2019-102
MOVED by Trustee Morrison, SECONDED by Trustee Brent
That the Water License Branch discussion be considered as the top priority on the Continuous Learning Plan.

CARRIED

5.2.3 Proposed 2020 Trust Council Meeting Locations – RFD

Discussion on locations for the 2020 Trust Council schedule ensued.

TC-2019-103
MOVED by Trustee Brent, SECONDED by Trustee McConchie
That Trust Council cancel the June 2020 Trust Council Quarterly meeting.

DEFEATED

By general consent, it was agreed to postpone item 5.2.3 to be resumed with items 5.2.4 to 5.2.6 after items 6-8 are addressed.

The meeting recessed for a break at 10:45 AM and reconvened at 11:00 AM.

6. NATIONAL MARINE CONSERVATION AREA RESERVE FOR SOUTHERN STRAIT OF GEORGIA SESSION

James Gordon, Project Manager, Protected Areas Establishment Branch with Parks Canada, presented a Power Point on the establishment of a proposed National Marine Conservation

Area Reserve (NMCAR) in the Islands Trust area. He spoke to the consultation process and the feasibility assessment.

In general, discussion was heard on the following:

- 2021, 5th International Marine Protected Areas Congress (IMPAC) and NMCAR participation,
- Islands Trust area zoning and jurisdiction, the northern Islands Trust area not part of the plan,
- Exclusion areas re mapping around ferry docks, amending the proposed area,
- Collaboration and agreements between the provincial and federal ministries and First Nations consultation,
- International law, right of passage, and possible impacts to tanker traffic, Transport Canada to sign off on NMCAR management plans.

7. ANNUAL STAFF AWARDS

CAO Hotsenpiller presented the following awards to staff:

- Innovation Team for the implementation of a paperless building permit referral system to Serena Klaver, Geordie Gordon, Kristine Mayes, and Shayla Burnham.

- Champion Team for the Islands 2050 engagement to Gillian Nicol, Clare Frater, Lisa Wilcox, and Phil Testemale.

- Legacy Award for creating a lasting legacy within the Islands Trust for her work on the Reconciliation Declaration and Action Plan to Lisa Wilcox.

The meeting recessed for lunch at 12:02 PM and reconvened at 1:00 PM.

8. DELEGATIONS AND PUBLIC COMMENTS

Chair Luckham called the meeting to order at 1:00 PM acknowledging and expressing gratitude for being on Lekwungen treaty and traditional territory. He welcomed the delegates and public who came to address Trust Council.

Trustees introduced themselves, roundtable style to the public.

Item 8.2 was addressed before item 8.1.

8.2 Raincoast Conservation Foundation re CDF Project

Shauna Doll gave a Power Point presentation on behalf of the Raincoast Conservation Foundation. She addressed the state of forests, protection of the Coastal Douglas-fir (CDF) zone and her work on this project that seeks to characterize the current state of forests within the Coastal-Douglas fir biogeoclimatic zone and identify tools to protect forest health and promote resilience.

8.1 Salt Spring Solutions and the Salt Spring Housing Council re Affordable Housing

Elizabeth FitzZaland and Rhonan Heitzmann spoke on behalf of Salt Spring Solutions. A petition was presented to Trust Council requesting that bold action be taken on housing, that housing action is climate action.

Elizabeth FitzZaland closed with three requests to Trust Council:

1. Maintain affordable housing as a Trust Council planning priority.
2. Establish a timeframe for implementing the 2019 "Affordable Housing Strategic Plan Actions".
3. Hire a senior housing planner for the Trust Area to manage and support individual local trust committees and their staff.

8.3 Gulf Islands Alliance re Policy Statement review process

Graham Brazier spoke on behalf of Gulf Islands Alliance. He addressed the Policy statement and mandate of the Trust. Rather than being a local government, the Islands Trust is a special purpose agency and he suggested that trustees preface motions with "in order to preserve and protect the trust area" to help focus their decisions.

Public Comments

Peter Lamb, Salt Spring Island, spoke regarding climate change. The Trust declared a climate emergency in March but feels there has been no sense of urgency and that the public is waiting for action.

Bruce McConchie, South Pender Island, urged Council to look closely at the budget, strategic goals and areas where Islands Trust has jurisdiction requesting Council return to its core function of land use planning.

Ron Cook, Salt Spring Island, commented that there are no politicians to respond to "people problems" and removing people from the equation is not the answer.

Michael Sketch, North Pender Island, spoke to the Islands Trust Policy Statement and its directives policy calling for a balance between Trust Council and local trust areas.

Dennis Lucarelli, Salt Spring Island, addressed affordable housing with regards to the preserve and protect mandate asking that rural sprawl be stopped in the forest areas, focus on density in core areas and create eco-villages with shared facilities which would lower the carbon footprint.

Cali Chang, Salt Spring Island, supports calls for affordable housing stating school enrolments have declined, community support workers have nowhere to live. She requested housing remain on the Strategic Plan.

Zwanette Pereboom, Salt Spring Island, spoke to affordable housing for seniors requesting more suites be allowed and the "empty house tax" be appealed and made applicable to the area.

Rhonan Heitzmann, Salt Spring Island, continued speaking on affordable housing asking Council to sustain island character and healthy communities by reducing rural sprawl and using the tools already contained in its reports and toolkits.

Chair Luckham thanked the delegations and speakers on behalf of Trust Council.

At 2:00 PM, Chair Luckham addressed items 5.2.3 to 5.2.6.

5.2.3 Proposed 2020 Trust Council Meeting Locations – RFD

TC-2019-104
MOVED by Trustee Morrison, SECONDED by Trustee Dodds,
That the Trust Council request staff schedule Trust Council meetings for 2020 calendar year as follows: March on Salt Spring Island; June on Hornby Island; September on Saturna Island with an electronic meeting conducted if feasible; and December in Victoria.

CARRIED

TC-2019-105
MOVED by Trustee Peterson, SECONDED by Stamford,
That Trust Council request the Executive Committee schedule a Special Meeting for the purpose of testing our current capacity for holding a Trust Council meeting electronically, and assessing the practicality of holding a Trust Council meeting electronically.

CARRIED

5.2.4 2019 UBCM Report – Briefing

Received for information.

5.2.5 Development of Trustee Sponsored RFDs

Trustee Patrick spoke to the report which offers another option of bringing forward new business to Trust Council.

Discussion was heard on the process being similar to a notice of motion or phased approach. It was felt there was no need to create another policy but to make this information part of a toolkit.

TC-2019-106
MOVED by Trustee Scott, SECONDED by Trustee Critchley,
That the Islands Trust Council adopt a policy whereby trustee sponsored RFD's may be included for consideration by Trust Council on a phased basis.

DEFEATED

5.2.6 Streaming Public Meetings: FOI and Privacy Considerations – Briefing

Legislative Services Manager (LSM) Thiel spoke to the briefing. It was noted there was no mention of costs of the steaming service. LSM Thiel noted the meeting procedures bylaw would require amending.

9. STRATEGIC PLAN SESSION

CAO Hotsenpiller reviewed the report and spoke to the details of the recommendation.

The meeting recessed for a break at 3:17 PM and reconvened at 3:30 PM.

TC-2019-107
MOVED by Trustee Rogers, SECONDED by Trustee Busheikin,
THAT the Interim Strategic Plan be amended by removing items "vi", "vii", viii, and "ix" as outlined in Affordable Housing in the Trust Area: Strategic Actions for Islands Trust, AND FINALLY, THAT the 2018-2022 Strategic Plan be adopted excluding pages 12 and 13.

CARRIED
Trustees McConchie, Thorn, Brent, Langereis, Allen, Kaile and Wright Opposed

10. ADMINISTRATIVE SERVICES

10.1 Consent Agenda Items:

TC-2019-108
MOVED by Trustee Fast and SECONDED by Trustee Fenton,
That Trust Council adopt the recommendations contained in the following items presented in the December 3-5, 2019 Trust Council Consent Agenda:

10.1.1 Director of Administrative Services Report
Receive for information.

10.1.2 Financial Planning Committee Work Program Report
That the Islands Trust Council approve the top priorities of the Financial Planning Committee Work Program Report.

10.1.3 September 30, 2019 Financial Forecast - Briefing
Receive for information.

CARRIED

10.2 Decision/Discussion Items

10.2.1 September 30, 2019 Quarterly Financial Report – RFD

TC-2019-109
MOVED by Trustee Grove and SECONDED by Trustee Langereis,
That Trust Council approve the Q2 September 30, 2019 Financial Report as presented.

CARRIED

10.2.2 Victoria Office Renovation Financial Report – Briefing

CAO Hotsenpiller spoke to the briefing.

Questions and discussion followed on clarification of the process that occurred regarding financial reporting, tendering the contract and timelines.

CAO Hotsenpiller and Director Mobbs will work with Trustee Brent to clarify the financial reporting on the renovation project.

11. 2020/21 PROPOSED BUDGET SESSION

11.1 Budget Assumptions and Principles – Briefing

Director of Administrative Services (DAS) Mobbs spoke to the briefing, there were no questions.

11.2 Draft 2020/21 Budget Overview and Highlights

DAS Mobbs reviewed the reports and business cases.

TC-2019-110
MOVED by Trustee Morrison and SECONDED by Trustee Brent,
That Trust Council remove the map and develop water budgets for groundwater aquifers from the 2020/21 budget.

CARRIED

TC-2019-111
MOVED by Trustee Critchley and SECONDED by Trustee Kaile,
That Trust Council delete the item Freshwater Specialist from the 2020/21 budget.

DEFEATED

TC-2019-112
MOVED by Trustee Brent and SECONDED by Trustee Thorn,
That Trust Council continue to make the Fresh Water Specialist role temporary.

DEFEATED

Trustee Scott left at 6:01 PM.

TC-2019-113
MOVED by Trustee Rogers and SECONDED by Trustee Brent,
That the December 5th meeting start ½ hour earlier, at 8:00 AM instead of 8:30 AM.

CARRIED

By general consent, the meeting adjourned for the day at 6:08 PM.

December 5, 2019

At 8:00 AM, Chair Luckham welcomed Trust Council to the morning session acknowledging and expressing gratitude for being on Lekwungen treaty and traditional territory.

Trustee Scott - regrets; Trustee McConchie - absent.

Trustees Busheikin and Allen arrived at 8:07 AM.

11.2 Draft 2020/21 Budget Overview and Highlights

Discussion continued on the draft budget, as amended by TC-2019-110

TC-2019-114
MOVED by Trustee Morrison and SECONDED by Trustee Langereis,
That the 2020-21 Trust Council budget be held to a 0% increase by drawing the excess amount needed from the General Revenue Surplus Fund.

TC-2019-115
MOVED by Trustee Critchley and SECONDED by Trustee Kaile,
That the 0% increase motion be postponed until Trust Council has concluded the conversation around the business cases.

CARRIED

Discussion followed on budget increases due to staffing costs and insurance costs.

TC-2019-116
MOVED by Trustee Brent and SECONDED by Trustee Dodds,
That Trust Council waive any increase that will come to trustees as a result of this budget.

DEFEATED

Motion TC-2019-114 was brought back and discussion was heard on funding from surplus without increasing the tax requisition, staffing costs, application fees and the Local Planning Services Review.

The question was then called on **TC-2019-114**

DEFEATED

Chair Luckham noted that the budget would go out for public consultation before coming back to Council for consideration and approval in March.

11.3 Funding Requests Business Cases

The business cases were reviewed within item 11.2.

12. LOCAL PLANNING SERVICES

12.1 Consent Agenda Items:

TC-2019-117
MOVED by Trustee Patrick and SECONDED by Trustee Wolverton,
That Trust Council adopt the recommendations contained in the following items presented in the December 3-5, 2019 Trust Council Consent Agenda:

12.1.1 Director of Local Planning Services Report
Receive for information.

12.1.2 Local Planning Committee Work Program Report
That the Islands Trust Council approve the top priorities of the Local Planning Committee Work Program Report.

CARRIED

12.2 Decision/Discussion Items

12.2.1 Freshwater Update – Briefing

Receive for information.

12.2.2 Salt Spring Island Development Approval Information Bylaw 175 – RFD

Trustee Patrick presented the request for decision.

TC-2019-118
MOVED by Trustee Patrick and SECONDED by Trustee Grove,
THAT Trust Council Bylaw No. 175, cited as "Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018" be read a First Time.

CARRIED

TC-2019-119
MOVED by Trustee Grove and SECONDED by Trustee Langereis,
THAT Trust Council Bylaw No. 175, cited as "Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018" be read a Second Time.

CARRIED

TC-2019-120
MOVED by Trustee Patrick and SECONDED by Trustee Grove,
THAT Trust Council Bylaw No. 175, cited as "Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018" be read a Third Time.

CARRIED

DRAFT

TC-2019-121
MOVED by Trustee Grove and SECONDED by Trustee Patrick,
THAT Trust Council Bylaw No. 175, cited as "Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018" be brought back to Trust Council for reconsideration and final adoption at the earliest available date.

CARRIED

The meeting recess for a break at 9:55 AM and reconvened at 10:03 AM.

At 10:03 AM, the meeting was closed to the public.

13. CLOSED MEETING (Separate Agenda)

TC-2019-122
MOVED by Trustee Luckham and SECONDED by Trustee Maude,
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 CAO Hotsenpiller be invited to attend the closed session.

CARRIED

The meeting was reopened to the public at 10:45 AM. There was no Rise and Report.

14. TRUST AREA SERVICES

14.1 Consent Agenda Items:

TC-2019-123
MOVED by Trustee Rogers and SECONDED by Trustee Patrick,
That Trust Council adopt the recommendations contained in the following items presented in the December 3-5, 2019 Trust Council Consent Agenda:

14.1.2 Trust Programs Committee Work Program Report
That the Islands Trust Council approve the top priorities of the Trust Programs Committee Work Program Report.

14.1.3 Islands Trust Conservancy Report
Receive for information.

14.1.4 Legislative Monitoring Report - Briefing
Receive for information.

CARRIED

14.2 Decision/Discussion Items:

14.1.1 Director of Trust Area Services Report

Director Frater gave updates on the new website build, upcoming budget consultation schedule, Islands 2050 engagement and continuing advocacy.

Received for information.

14.1.5 State of the Islands Indicator Project - Final Report – Briefing

Receive for information.

14.2.1 Community Stewardship Awards Program Policy 2.1.11 and Nomination Form – RFD

By general consent, it was agreed that this item be brought back to March Trust Council.

14.2.2 Islands 2050 Update – Briefing

Received for information.

15. DISPOSITION OF DELEGATIONS AND TOWN HALL REQUESTS

By general consent, Trust Council request correspondence be sent thanking delegations for their presentations.

16. NEW BUSINESS

16.1 Regional Grant Funding for Poverty Reduction

Trustee Colbourne will address this with trustees via email.

16.2 BC Ferry Advocacy

There was discussion on creating a consistent message and coordinated approach if numerous local trust committees wish to respond.

TC-2019-124
MOVED by Trustee Rogers and SECONDED by Trustee Colbourne,
That Trust Council request Executive Committee draft a letter to Minister Claire Trevena requesting that the Active Transportation Plan and ferry electrification be incorporated into the province's direction for BC Ferries planning.

CARRIED

16.3 Japanese Redress

Trustee Wolverton spoke to a request from a community group on Galiano Island who are looking to the Islands Trust to support their request to the province.

Trustee Wolverton will work with Trust Area Services to bring back a request for decision.

17. SUMMARY / UPDATES

17.1 Trustee Updates

17.1.1 BC Ferries (Ferry Advisory Committee Chairs)

17.1.1.1 Trustee Maude - Mayne Island – Received for information

17.1.1.2 Trustee Critchley - Denman Island– Received for information

17.1.2 First Nations - None

17.1.3 Gulf Islands National Park Reserve Advisory Committee (Trustee Middleton)

Trustee Middleton reported on the status of the advisory committee and his attendance at a meeting regarding Southern Resident killer whales. He noted an oversight on Transport Canada's lack of involvement with the Trust. A technical group will convene in early January which he and Trustee Brent will attend.

17.1.4 Salt Spring Island Watershed Protection Alliance (SSIWPA) (Vice-Chair Patrick)

Trustee Patrick spoke to the report which was received for information.

17.1.5 Howe Sound Community Forum

The report was received for information.

17.1.6 Anchorage Roundtable Update

Trustee Fenton noted the next anchorage roundtable is January 30th. He passed on a request from Gabriolans Against Freighter Anchorages (GAFA) to improve the presence of anchorages advocacy on the Islands Trust website.

17.2 Priorities Chart

By general consent, the Priorities Chart was approved as presented.

17.3 Proposed March Trust Council Agenda Program

Discussion ensued on leaving time to consider the budget by addressing it the morning session, continuing with the consent agenda format (the Trust Council Procedure Bylaw would need amending), and that a Continuous Learning Plan item be offered as a webinar before March.

Suggestions for the next roundtable topic discussion may be forwarded to the Executive Committee.

18. CORRESPONDENCE

None

19. NEXT MEETING - March 10-12, 2020

The next Islands Trust Council meeting will be held on Salt Spring Island.

20. ADJOURNMENT

By general consent, the meeting was adjourned at 11:25 AM.

_____
Peter Luckham, Chair

Certified Correct

_____
Lori Foster Executive Coordinator/Recorder

DRAFT

Islands Trust

Print Date: February 21, 2020

Follow Up Action Report

Trust Council

Chief Administrative Officer

Activity	Responsibility	Dates	Status
1 that Trust Council approve the following dates: March 10-12, 2020; June 16-18, 2020; September 15-17, 2020 and December 1-3, 2020 as the preferred dates for its 2020 meeting schedule and that staff be asked to bring back a report to the December Trust Council meeting for consideration of a three in-person meeting schedule.	Russ Hotsenpiller	Meeting: 17-Sep-2019 Target: 03-Dec-2019	In Progress
2 that item 2 climate change related topics and specifically water catchment and other sources of water be included in the continuous learning plan within the next year. that Trust Council add the idea of open local trust committee meetings and the regulations around them to the continuous learning plan.	Russ Hotsenpiller	Meeting: 17-Sep-2019 Target: 03-Dec-2019	Completed
3 staff provide a report to Executive Committee on options for trustees to bring trustee generated motions to Trust Council and that the issue be placed on the December Trust Council agenda for round table discussion.	Russ Hotsenpiller	Meeting: 14-Aug-2019 Target: 03-Dec-2019	Completed
4 Prioritize a session on the Water Licensing Branch on Continuous LP.	David Marlor Russ Hotsenpiller	Meeting: 04-Dec-2019 Target: 18-Dec-2019	Completed
5 That the Trust Council request staff schedule Trust Council meetings for 2020 calendar year as follows: March on Salt Spring Island; June on Hornby Island; September on Saturna Island with an electronic meeting conducted if feasible; and December in Victoria.	Russ Hotsenpiller	Meeting: 04-Dec-2019 Target: 18-Dec-2019	Completed

Follow Up Action Report

Trust Council

Chief Administrative Officer

Activity	Responsibility	Dates	Status
6 That Trust Council request the Executive Committee schedule a Special Meeting for the purpose of testing our current capacity for holding a Trust Council meeting electronically, and assessing the practicality of holding a Trust Council meeting electronically.	Julia Mobbs Russ Hotsenpiller	Meeting: 04-Dec-2019 Target: 10-Mar-2020	In Progress
7 THAT the Interim Strategic Plan be amended by removing items "vi","vii", viii, and "ix" as outlined in Affordable Housing in the Trust Area: Strategic Actions for Islands Trust, AND FINALLY, THAT the 2018-2022 Strategic Plan be adopted excluding pages 12 and 13.	Russ Hotsenpiller	Meeting: 04-Dec-2019 Target: 18-Dec-2019	Completed
8 That a Continuous Learning plan item be administered electronically, before March Trust Council.	Russ Hotsenpiller	Meeting: 04-Dec-2019 Target: 28-Feb-2019	Completed

Director, Administrative Services

Activity	Responsibility	Dates	Status
1 that Trust Council consider approaching the Province of British Columbia to request additional funding for the Islands Trust annual budget, ensuring any request that goes forward is appropriately strategized in line with other requests currently being asked of the Province; and that Trust Council direct staff to work with Executive Committee and the Islands Trust Conservancy Board to strategize an approach for requesting additional funding from the Province.	Julia Mobbs	Meeting: 17-Sep-2019 Target: 20-Nov-2019	In Progress

Follow Up Action Report

Trust Council

Director, Administrative Services

Activity	Responsibility	Dates	Status
2 That Trust Council request the Executive Committee schedule a Special Meeting for the purpose of testing our current capacity for holding a Trust Council meeting electronically, and assessing the practicality of holding a Trust Council meeting electronically.	Julia Mobbs Russ Hotsenpiller	Meeting: 04-Dec-2019 Target: 10-Mar-2020	In Progress
3 That Trust Council approve the Q2 September 30, 2019 Financial Report as presented.	Julia Mobbs	Meeting: 04-Dec-2019 Target: 18-Dec-2019	Completed
4 That Trust Council remove the map and develop water budgets for groundwater aquifers from the 2020/21 budget.	David Marlor Julia Mobbs	Meeting: 04-Dec-2019 Target: 18-Dec-2019	Completed
5 That Trust Council adopt the recommendations contained in the following items presented in the December 3-5, 2019 Trust Council Consent Agenda: 1.Director of Administrative Services Report, Receive for information. 2.That the Islands Trust Council approve the top priorities of the Financial Planning Committee Work Program Report. 3.September 30, 2019 Financial Forecast - Briefing Receive for information.	Julia Mobbs	Meeting: 04-Dec-2019 Target: 18-Dec-2019	Completed

Director, Local Planning Services

Activity	Responsibility	Dates	Status

Follow Up Action Report

Trust Council

Director, Local Planning Services

Activity	Responsibility	Dates	Status
1 That Trust Council request that each local trust committee and Trust Council committees indicate whether it has an interest in filming and streaming its public meetings. Underway - remaining LTCs have it on next agendas for early 2020	Clare Frater David Marlor	Meeting: 19-Jun-2019 Target: 18-Sep-2019	Completed
2 Prioritize a session on the Water Licensing Branch on Continuous LP.	David Marlor Russ Hotsenpiller	Meeting: 04-Dec-2019 Target: 18-Dec-2019	Completed
3 That Trust Council remove the map and develop water budgets for groundwater aquifers from the 2020/21 budget.	David Marlor Julia Mobbs	Meeting: 04-Dec-2019 Target: 18-Dec-2019	Completed
4 Salt Spring Island Development Approval Information Bylaw 175 - RFD give First, Second and Third reading and be brought back to Trust Council for reconsideration and final adoption at the earliest available date.	David Marlor	Meeting: 05-Dec-2019 Target: 18-Dec-2019	Completed

Director, Trust Area Services

Activity	Responsibility	Dates	Status
1 Identify and act on opportunities re freighter anchorages.	Clare Frater	Meeting: 16-Sep-2015 Target: 31-Mar-2019	In Progress

Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
2 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	Meeting: 19-Jun-2018 Target: 31-Mar-2019	In Progress
3 Investigate options for increased use of federal or provincial stewardship agreements for species at risk in the Islands Trust Area.	Clare Frater Kate Emmings	Meeting: 20-Jun-2017 Target: 19-Mar-2019	In Progress
4 Request staff to create a strong communications program that will support Islands Trust Conservancy conservation initiatives for Coastal Douglas Fir protection as well as support the land use planning process, with a special focus on communicating the role of Development Permit Areas as a tool for Coastal Douglas Fir protection that permits development. Request staff to bring recommendations for how the Natural Areas Property Tax Exemption Program (NAPTEP) can be tailored to highlight and prioritise contiguous tracks of the Coastal Douglas Fir zone in the outreach, communications, and approval of NAPTEP covenants by the Islands Trust Conservancy.	Clare Frater Kate Emmings	Meeting: 12-Mar-2019 Target: 18-Jun-2019	In Progress

Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
5 That Trust Council request that each local trust committee and Trust Council committees indicate whether it has an interest in filming and streaming its public meetings. Underway - remaining LTCs have it on next agendas for early 2020	Clare Frater David Marlor	Meeting: 19-Jun-2019 Target: 18-Sep-2019	Completed
6 That Trust Council request Executive Committee draft a letter to Claire Trevena requesting that the Active Transportation Plan and ferry electrification be incorporated into the province's direction for BC Ferry's planning.	Clare Frater	Meeting: 04-Dec-2019 Target: 10-Jan-2020	Completed
7 Bring to March Trust Council Community Stewardship Awards Program Policy 2.1.11 and Nomination Form - RFD from December 2019 Trust Council.	Clare Frater	Meeting: 05-Dec-2019 Target: 11-Mar-2020	Completed

Manager, Islands Trust Conservancy

Activity	Responsibility	Dates	Status
1 Investigate options for increased use of federal or provincial stewardship agreements for species at risk in the Islands Trust Area.	Clare Frater Kate Emmings	Meeting: 20-Jun-2017 Target: 19-Mar-2019	In Progress

Follow Up Action Report

Trust Council

Manager, Islands Trust Conservancy

Activity	Responsibility	Dates	Status
2 Request staff to create a strong communications program that will support Islands Trust Conservancy conservation initiatives for Coastal Douglas Fir protection as well as support the land use planning process, with a special focus on communicating the role of Development Permit Areas as a tool for Coastal Douglas Fir protection that permits development. Request staff to bring recommendations for how the Natural Areas Property Tax Exemption Program (NAPTEP) can be tailored to highlight and prioritise contiguous tracks of the Coastal Douglas Fir zone in the outreach, communications, and approval of NAPTEP covenants by the Islands Trust Conservancy.	Clare Frater Kate Emmings	Meeting: 12-Mar-2019 Target: 18-Jun-2019	In Progress

Print Date: February 21, 2020

Top Priorities Report

Executive Committee

1. *Islands Trust Act Amendments*	Responsible	Dates
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.	Russ Hotsenpiller	Rec'd: 26-Oct-2016

2. *Update Islands Trust Policy Statement*	Responsible	Dates
Undertake a First Nations and public engagement process to prepare for Policy Statement amendments.	Clare Frater	Target: 31-Mar-2019

3. *Climate Change Emergency*	Responsible	Dates
Matters pertaining to Islands Trust declaring a climate change emergency.	Russ Hotsenpiller	Rec'd: 05-Jun-2019

Islands Trust

Print Date: February 21, 2020

Projects Report

Executive Committee

1. *Advocate to reduce negative impacts of shellfish aquaculture practices*	Responsible	Date Received
Develop project charter and budget requests to build organizational capacity (knowledge and time) related to shellfish aquaculture advocacy	Clare Frater	16-Aug-2017

2. *Improve communications about the Islands Trust object and history*	Responsible	Date Received
Develop communications strategy	Clare Frater	30-Aug-2017

3. *Revisions to Crown Land protocol agreements and letters of understanding*	Responsible	Date Received
Negotiate with BIM and FLNRORD	Clare Frater	19-Jun-2014

4. *Oil Spill and Shipping Safety*	Responsible	Date Received
Various advocacy activities including Chair letters and participation in forums	Clare Frater	01-Apr-2014

5. *Executive management of the Victoria Office renovation project, 2018/19.*	Responsible	Date Received
		05-Jun-2019

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	March 10, 2020
From:	**Chief Administrative Officer**	**Date Prepared:**	February 11, 2020
SUBJECT:	**Report on Victoria Office Renovation Project (Version 2)**		

PURPOSE:

To provide Trust Council an amended summary report on the status of the Victoria Office Renovation Project. At the December 2019 meeting, additional financial and chronological information on the Renovation Project was requested by Trust Council

BACKGROUND:

The Victoria Administrative Office Renovation Project has received its final Occupancy Completion Permit under building permit BP04988 and accordingly it is appropriate to provide Trust Council a report on the conclusion of the project. Though there remains a number of minor deficiencies (Deficiency List) that remain outstanding, such as replacement of some broken windows, sound mitigation, and adjustment of some sprinkler casings, the project is substantially complete.

The Renovation Project started in mid-2017 following the signing of a new lease with Colliers International on April 20, 2017, for the office at 1627 Fort Street for a 7-year period ending September 30, 2024. The new lease was signed following a review of the office location by the Select Victoria Office Relocation Committee, a group of Trustees tasked by Trust Council to review options for the main administrative offices of the Islands Trust. They concluded their work in March 2017, as summarized by the following motion:

> *That Trust Council adopt the recommendations of the Select Committee "That the Management Team, their Administrative Support staff and the Trust Fund Board staff remain within the Greater Victoria area (32km or less from current location) for the foreseeable future and that staff examine the possibility of a satellite office for the Southern Planning Team members and/or other staff "as presented" and give direction to conclude the work of the Committee". March 2017 TC*

A thorough review of available office spaces within the Greater Victoria area was conducted with 2 locations deemed suitable, the current building at Fort Street and the Jawl Properties building at the corner of Mackenzie and Quadra. Final negotiations identified the current space as the best return on the dollar and the most convenient for all involved and a lease renewal was initiated.

As part of the lease renewal with Colliers, staff negotiated for replacement of the exterior windows at an estimated cost of $42,668.00 + GST and leasehold improvements allowance of $144,740.00 plus GST.

CHRONOLOGY:

The general timeline for the three proposed budgets and subsequent construction effort was as follows:

DATE	NOTES	BUDGET($)	
March 15, 2017	Trust Council disbands Victoria Office Location Select Committee approx. $30,000 directed towards renovations. These funds were approved by Trust Council via Financial Plan bylaw 167 (annual budget bylaw) for fiscal 2017/18, which includes $15,000 for office renovations and $15,000 for new furniture and equipment.	Islands Trust	Other funds
		30,000	
April 2017	Agreement to renew lease, leasehold improvement funds form part of agreement.		152,000
	TOTAL BUDGET #1	**182,000**	

August 23, 2017	First Request for Proposals (RFP) posting for Office Space Design/Build – no proposals received.		
March 13, 2018	Trust Council approves Financial Plan bylaw 172 (annual budget bylaw) for fiscal 2018/19 which includes $282,000 for office renovations, which requires approval of increased $ 137,260.00	130,000	
June 7, 2018	Second Request for Proposals (RFP) posting for Office Space Interior Renovation - opportunity canceled after contractors and project managers advised there was not enough information provided.		
July 12, 2018	Held meetings with and requested quotes from renovation project managers.		
July 30, 2018	Hire Jeff Head as Renovation Project Manager to prepare RFP, evaluate RFP, make recommendations, assist with budget refinement, and oversee the build.		
	Leasehold improvements		152,000
	TOTAL BUDGET #2	**282,000**	

November 2, 2018	Third RFP posted for Victoria Office Renovation – no proposals received.		
	Jeff Head leads effort to recruit contractors for quote.		
December 18, 2018 –	Received 2 quotes, reviewed quotes and selected vendor BC Traditional Homes (BCTH), Les Hoppe, General Contractor. Refine budget based on quotes.		
December 20, 2018	EC special meeting approves revised budget and recommends entry into contract, rise, and report to TC. Revised budget amount of 445,729	293,729	
	Leasehold improvements		152,000
	TOTAL (FINAL) BUDGET #3	**445,729**	

January 28, 2019	Commencement of work by BCTH.		
March 2019 -	Trust Council approves Financial Plan bylaw 176 (annual budget bylaw) for fiscal 2019/20 which includes $115,000 of unspent funds from 18/19 for office renovations.		
October 31, 2019 –	Receipt of Occupancy Permit.		

BUDGET OVERVIEW

The approved budget by Trust Council for the project was $445,729.00 which included the lease hold allowance of $144,740.00 + GST. The final actual costs as of November 2019 are $459,290.00 which is $13,561.00 (2.95%) over budget. The overages appeared at the end of the construction phase and are attributed to:

1. $7,000 of extra moving costs;
2. Boardroom e-meeting equipment, primarily electrical work.

As stated, there are some small deficiencies that remain that are covered in the current funding. There are two areas that are unfunded that could be considered as part of the 2020 budget or a future budget process, those being:

1. Approximately $10-15,000 for artwork and presentation. Presently the space does not have the dedicated public artwork that is typical of a civic office. There is no First Nations artwork, which is an important element in acknowledgement of our relationship with local First Nations communities.

2. Additional privacy panels ($4,000) for the open space where the previous boardroom was located.

The final status of the project is that the work is substantially complete, final drawings have been received and the occupancy permit has been issued.

While the 2019/20 Budget approved $115,000.00 of unspent funds from the 2018/19 budget, the actual construction schedule required that an even greater percentage of costs were incurred in 2019/20, approximately $100,000.00 for a total construction spend of $219,000.00 in 2019/20 rather than $115,000.00. The total project costs however did not rise other than described in this report.

ANALYSIS

The rationale for undertaking the renovation had a number of elements, including:

1. The offices had not been upgraded significantly in over 15 years and the material conditions had degraded. There was a desire to want to attract and retain staff and a belief that reasonable office standards would assist with that.
2. A desire to upgrade the boardroom and meeting room experience for live attendees of meetings.
3. To develop the Islands Trust capacity to deliver high quality electronic meetings and to thereby reduce costs on travel and food, and to also reduce our carbon footprint.
4. To encourage a reorganization of the workforce to lessen the silos between administration, planning, the Islands Trust Conservancy and Trust Area Services, and
5. To honour the direction of the Select Committee, that being:
   ….that staff examine the possibility of a satellite office for the Southern Planning Team members and/or other staff… March 2017 TC

   The rationale for item 5 was that as we reconstructed the office to better use our space and create a more open office concept, that we would be able to absorb the current bylaw enforcement staff housed in Office #225 into Offices 200, 222 and 233, and then exercise our right to reduce our premises in the lease. The resulting savings of approximating $1,100 per month would be redirected towards leasing an alternative office space in Sidney or environs to satisfy constituents and Trustees who did not want to drive into Victoria to do business. We would also have reorganized some staff on a permanent basis to the Sidney office.

Given a number of developments since the Select Committee provided that direction, and the increased costs associated with relocating some staff to Sidney, it is recommended that the Islands Trust not move forward with this initiative for the following specific reasons:

I. Since March 2017 the Islands Trust has increased its workforce in the Victoria office by 4-5 positions including the Senior Intergovernmental Policy Advisor, the Senior Freshwater Specialist, a new bylaw officer, the Covenant Monitoring Specialist and the Trust Area Services Program Coordinator. They need somewhere to work and we are maxed out for floor space without Office #225.

II. We have essentially affected the same or similar results that centralizing an office in Sidney would achieve by extending our hours and access on various islands. We now have office hours on Saturna Island, we have renewed hours on Mayne Island, we have agreements on Galiano and North Pender with the Capital Regional District to share office space and, Hornby Island has requested office hours. We have effectively chosen to extend our on island presence which somewhat calls into question the justification for the expense of an office on the peninsula.

III. A new office in Sidney would need to accommodate at minimum 2-3 staff and have a meeting space for trustees and the public. The cost of such an office is in excess of the current $1100.00 we pay in retaining Office #225 at 1627 Fort Street. Information technology costs for an office startup would be between $35-40,000.

ATTACHMENT:

1. Office Renovation Financial Report Detail (Budget & Actuals)

FOLLOW-UP:

As directed by Financial Planning Committee or Trust Council.

Prepared By: **R Hotsenpiller, CAO**
Reviewed By/Date: **February 18, 2020**

VICTORIA OFFICE RENOVATION
BUDGET AND ACTUALS

Project Description: Victoria Office Interior Renovation
Total Square Feet of Project: 5,358
Total Square Feet of additional space: 3,105

Item #	Description	Cost/sq.ft ($)	Budget ($)	Budget incl. PST ($)	Actual ($)	*over (under) budget ($)*
2.0	**Consultants and Management**					
2.1	Project Management Fee	4.11	22,000	23,540	20,125	*-3,415*
2.2	Interior Design - Space Planning	0.45	2,400	2,568	1,200	*-1,368*
2.3	Mechanical Engineering	0.77	4,100	4,387	4,100	*-287*
2.4	Electrical Engineering	1.03	5,500	5,885	5,500	*-385*
2.5	Architecture / Technology	0.90	4,800	5,136	6,405	*1,269*
2.6	Permits	0.89	4,783	5,118	4,783	*-335*
	Total Consultants and Management	**8.13**	**43,583**	**46,634**	**42,113**	*-4,521*
3.0	**General Requirements**					
3.1	General Conditions (ie: General Contractor profits and OH)	7.91	42,400	45,368	42,391	*-2,977*
3.2	Site Supervision	3.14	16,800	17,976	16,800	*-1,176*
	Total General Requirements	**11.05**	**59,200**	**63,344**	**59,191**	*-4,153*
4.0	**Construction**					
4.1	Demolition	4.11	22,000	23,540	22,602	*-938*
4.2	Drywall and Insulation	3.36	18,000	19,260	20,250	*990*
4.3	Doors & Frames	0.34	1,800	1,926	1,800	*-126*
4.4	Millwork	4.13	22,145	23,695	22,145	*-1,550*
4.5	Ceiling Grid including new ceiling tiles for Boardroom	1.87	10,000	10,700	10,800	*100*
4.6	Electrical - including Lighting and IT data and communications	7.71	41,295	44,186	53,375	*9,189*
4.7	Mechanical	5.97	32,000	34,240	32,000	*-2,240*
4.8	Plumbing	0.47	2,500	2,675	2,500	*-175*
4.9	Soundproofing of boardroom	-	-	-	3,500	*3,500*
	Total Construction	**27.95**	**149,740**	**160,222**	**168,972**	*8,751*
5.0	**Finishes**					
5.1	Artwork	0.32	1,700	1,819	-	*-1,819*
5.2	Doors and Frames	0.37	2,000	2,140	2,000	*-140*
5.3	Window Glazing	-	-	-	645	*645*
5.4	Fire Protection - Panel, Sprinkler move, pull	0.93	5,000	5,350	5,000	*-350*
5.5	Painting - Suite 200 only	2.24	12,000	12,840		*-12,840*
5.6	Painting - Adjacent Office Area South Office (total 3,105 SF)	4.20	13,041	13,954	3,100	*-10,854*
5.7	Window Covering	-	-	-	4,861	*4,861*
5.8	Flooring - General Office Area Suite 200	10.64	57,000	60,990	52,714	*-8,276*
5.9	Flooring - Adjacent Office Area South Office (total 3,105 SF)	9.10	28,256	30,233	14,626	*-15,607*
5.10	Furniture - Workstations (Height adjustable)	2.60	13,949	14,926	25,673	*10,747*
5.11	Furniture - Kitchen Tables & Chairs	0.79	4,211	4,505	4,544	*39*
5.12	Furniture - Boardroom Chairs, Tables & Storage	2.67	14,320	15,322	7,277	*-8,045*
5.13	Furniture - Reception Area	-	-	-	1,691	*1,691*
5.14	Toilet and Vanities in Bathrooms	-	-	-	1,550	*1,550*
5.15	Technology - Boardroom Meeting Equipment	-	-	-	43,905	*43,905*
	Total Finishes	**28.27**	**151,476**	**162,079**	**167,587**	*5,507*
6.0	**Move Management**					
6.1	Move Costs - Contents, people	0.75	4,000	4,280	11,335	*7,055*
6.2	Move Costs - Information Technology	0.28	1,500	1,605	1,698	*93*
6.3	Swing Space Allowance	0.56	3,000	3,210	6,000	*2,790*
6.4	Insurance Requirements	0.19	1,000	1,070	859	*-211*
	Total Move Costs	**1.77**	**9,500**	**10,165**	**19,892**	*9,727*
7.0	**Other**					
7.1	Contingency Allowance	4.67	25,000	26,750	25,000	*-1,750*
7.2	Credit for vacanting space	(3.62)	(19,420)	(19,420)	(19,420)	*0*
7.3	Credit to leave electrical panel in place	(0.75)	(4,045)	(4,045)	(4,045)	*0*
	Total Other	**0.29**	**1,535**	**3,285**	**1,535**	*-1,750*
	Total Project Cost (Gross)	**77.46**	**415,034**	**445,729**	**459,290**	*13,561*

Costs do not include file storage space Aug 1/19 to Dec/19 of $500 per month = $2,500. Space to be retained to the end of the calendar year to ensure proper inventorying of records to offsite.

Islands Trust Council Plan for Continuous Learning

2018-2022 Term

Updated December 6, 2019

Year	Trust Council Meeting	Trust Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2020	December				
	September				
	June				
	March	FOI – Open Meetings Conflict of Interest		Water License Branch session	Climate change related topics including enforcement, bylaw sharing associated with climate change
2019	December (Victoria)	Strategic Plan Residential/Industrial schools session			National Marine Conservation Area Reserve
	September (Bowen)	Strategic Plan	Role of the Executive Committee		Indigenous Law
	June (Galiano)	Strategic Plan	What Elected Officials Need to Know about FOI & Protection of Privacy Training (LGMA) June 25th webinar.		Chair, Vice Chair, Committee Chairs & ITC Chair training
	March 2019 (Gabriola)	Strategic Plan	Young/Anderson Introduction Bill Buholzer		
	January 2019 Nanaimo	Strategic Plan	Orientation		NA

POTENTIAL TOPICS/AGENCY LIAISON FOR CONSIDERATION FOR FUTURE SESSIONS:
Suggestions arising during 2018-2022 Term:

1. West Coast Environmental Law re foreshore jurisdiction **added December 2019**
2. Coast Guard re spill response plan missed consultation with Trust Council and local trust committees **added December 2019**
3. Bylaw enforcement processes **added December 2019**
4. Water licensing Branch session re role, expertise, and knowledge of aquifers **made a priority December 2019**
5. Department of Fisheries and Oceans re fish stocks in dire straits **added December 2019**
6. Elected officials and/or staff on how the political government works **added December 2019**
7. Foreshore erosion and middens **added December 2019**
8. Community engagement for stewardship **added December 2019**
9. First Nations return to the lands and water **added December 2019**
10. Climate change related topics including enforcement, bylaw sharing associated with climate change
11. Private Managed Forest Lands (PMFL)
12. Housing agreements and how they work
13. First Nations relationship building
14. Indigenous Law **addressed September 2019**
15. How we measure Preserve and Protect
16. Engagement tools associated from IAP2
17. Agency liaison such as Agricultural Land Commission
18. *Freedom of Information and Protection of Privacy Act* (FOIPPA) session **addressed June 2019**
19. Business type training including Microsoft products
20. Chair, Vice Chair, Committee Chairs & ITC Chair training **addressed May 2019**
21. ALC session with CEO and Chair - aim for September TC
22. Role of the Executive Committee **addressed September 2019**
23. How to craft a resolution
24. Add open meetings and the regulations around them **from September Trust Council resolution**
25. Residential/Industrial schools session **addressed December 2019**

Islands Trust Council Plan for Continuous Learning

2014-2018 Term

2018	November (Victoria)	Orientation	Orientation	Orientation	Orientation
	September (Gambier/Keats)	Lessons Learned 2014 -2018	Implications of the Water Sustainability Act		
	June (Saturna)	Strategic Plan	*Islands Trust Act* Amendments		Agricultural Land Commission/Islands Trust
	March (Salt Spring)	(Freshwater Specialist) (Water Sustainability Act) Regional Conservation Plan		Adapting to Climate Change	March (Salt Spring)
Year	**Trust Council Meeting**	**Trust Wide and Administrative Topics**	**Legal and Governance Topics**	**Planning How-To**	**Working With Others**
2017	December (Victoria)	Ocean Protection Plan			(San Juan County) (U.S. and Canadian Consuls General)
	September (Denman)				Effective Advocacy Regional Districts
	June (Lasqueti)	ITC Regional Conservation Plan	Role of the Trustee (2)	Species at Risk	
	Webinars (dates TBD)				

Suggestions arising during 2014-2018 Term:

1. Islands Trust Conservancy and the incorporation of the 2018-2027 Regional Conservation Plan information into local trust committee/island municipality official community plans.
2. *Water Sustainability Act (postponed from March 2017 due to difficulty scheduling speakers)*
3. Heritage Conservation Act session
4. Office of the Ombudsperson session
5. Making Online Meetings Work

6. OneNote for meetings
7. Public Consultation and Polling
8. NMCA – implications for local zoning jurisdiction
9. Options for a trustee network
10. Introduction to the Island Trust Policy Statement
11. Participatory decision-making (using expertise on Bowen Island)
12. Effective Communications and Social Media
13. Fisheries and Oceans with a senior representative from the Department of Fisheries and Oceans
14. Shoreline Planning
15. First Nations Policy & Engagement (deferred from Sept 2018)
16. Archaeological Site Protection (2)

To:	**Trust Council**	**For the Meeting of:**	March 10, 2020
From:	**Executive Committee**	**Date Prepared:**	February 27, 2020
SUBJECT:	**Statement of Solidarity**		

Given the events occurring nationally and provincially associated with the Wet'suwet'en Hereditary Chiefs and solidarity statements by other organizations and associations, and considering the ongoing relationships that the Islands Trust is building with First Nations communities within the Trust Area, Executive Committee recommends to Trust Council the adoption of the following statement of solidarity.

Discussion on the statement is scheduled for the "Trustee Roundtable" on Tuesday March 10, 2020 following the Call to Order and General Business Arising.

Statement of Solidarity

We are concerned by the events unfolding both here in British Columbia and across Canada. Like times before we are watching the forced removal of Indigenous People from the lands and waters they call home. The Islands Trust area is a community in which Indigenous People were forcibly removed and disenfranchised from their village sites and gathering places, and the history of that legacy still continues to this day.

We ask that the Government take steps to uphold the guiding principles of the United Nations Declaration on the Rights of Indigenous Peoples signed by the Government of Canada in 2010, and the Declaration on the Rights of Indigenous Peoples Act adopted by the Government of British Columbia in 2020. We ask the Government to engage and work together to maintain and strengthen the relationship with Indigenous Peoples and we ask the Government to look to the guiding principles of the Truth and Reconciliation Calls to Action 2012 and the Calls for Justice tabled by the National Inquiry into Missing and Murdered Indigenous Women and Girls in 2019 as a way forward.

The Islands Trust remains committed to strive toward relationships that are respectful of human rights, and human dignity, and the work of reconciliation, and acknowledges that Indigenous, Metis, and Inuit have lived on these lands since time immemorial.

Prepared By: Lisa Wilcox, Senior Intergovernmental Policy Advisor
Russ Hotsenpiller, CAO

Reviewed By/Date: Chair Peter Luckham/February 28, 2020

CHIEF ADMINISTRATIVE OFFICER
2019-2020 QUARTERLY REPORT

February 13, 2020

March 2020 Trust Council
Salt Spring Island

Major initiatives and issues addressed over the last quarter are summarized as follows:

***Islands Trust Act* Amendments: update**

The Ministry has indicated that they are supportive of a number of our requests for legislative change. Ministry staff have been resourced towards advancing the following requests:

- There is general support at the Ministry for amending of the *Islands Trust Act* to add "First Nations" to Part 3 of the Act, to the list of those with whom we work."
- The potential for Local Trust Areas to delegate the issuance of development permits to staff is proceeding. This long-standing request will aid in efficiency to applicants and the public.
- There is further progress on adoption of Development Approval Information bylaws at the LTC level, which should reduce wait times for applicants and provide more autonomy to LTCs.
- The Ministry is currently undertaking consultation with First Nations regarding foreshore jurisdiction within the Trust Area.
- With regard to accessing allowance for Entry Warrants, S. 28(1.1) of the *Local Government Act,* which would allow the Islands Trust to access private property via entry warrants, as do other with land use powers, the Ministry presently is not in support of transferring this ability to the Islands Trust. The main reason is that this power is primarily related to health and wellness and is utilized in support of a building permitting authority.
- There remains some confusion regarding the use of municipal ticketing to enforce development permits. We currently have limited tools to enforce against development permit violations; the primary tool is to take the violators to civil court. This process is inefficient in terms of staff resources, the extended time it takes to resolve the matter and, the extensive costs associated with court action. This approach also does not provide a constant and effective deterrent to environmental DP violations. The Ministry has requested further information from the Islands Trust on this issue and senior staff will continue to work with them. Our understanding is that ticketing is not currently permitted and have received legal advice to that effect; however, the Ministry has indicated that some jurisdictions are using this power. We will update this issue and report to EC and TC as soon as it is resolved.

Auditor General for Local Government

This issue has been fast moving over the last month. As trustees are aware the Islands Trust received a letter from Minister Robinson on January 17, regarding our request to be added as an entity that falls under the *Auditor General for Local Government Act*, in order, presumably to qualify for an audit if the future. The response was somewhat ambiguous in its contents and professed a lack of understanding on the ultimate intentions of Trust Council in making this request. Subsequently, Chair Luckham wrote to the Minister with clarification on the request on February 18.

On Monday February 24, Minister Robinson announced that the province was cutting funding for the AGLG and intends to close the office entirely within a couple of years. While there has been some funding provided to the

AGLG to conclude some audits, it is unlikely that they will be undertaking any new audits, and it can be assumed that any request for the Islands Trust to be included in their mandate will not occur.

Open Meetings

This Trust Council meeting provides an opportunity for trustees to review the Open Meeting Rules of the Community Charter. We will have a legal seminar conducted by Young Anderson to review current applications of the open meeting rules, to discuss the various challenges we have faced over the last year and to offer suggestions. The meeting will be conducted in-camera. Please have questions ready. We will also address the matters of moving in-camera when appropriate, Freedom of Information (FOI) and live streaming of public meetings.

Other

Since December Trust Council I have had the opportunity to meet with the Penelakut First Nation and the Naut'sa mawt Tribal Council regarding engagement on amendment of the Policy Statement. A further meeting with various local governments, the Ministry and the K'ómoks First Nation was attended by staff to discuss foreshore jurisdictions around the Comox Estuary.

Trustees Rogers, Stamford, Fast, and Regional Planning Manager Heather Kauer and myself met with Metro Vancouver Electoral Area Director, Jen McCutcheon and staff to discuss a number of items of shared interest in and around West Vancouver, Bowyer Island and Passage Island.

On December 11, at the All Staff Meeting, the results of the 2019 Staff Survey were shared with staff. There was general acknowledgement of the success that the survey represents for the workforce, but also that there are areas for improvement. Senior staff have scheduled meetings in all offices to discuss the outcomes of the survey on a work unit basis and one-on-one, if desired. The first meeting was held on February 20 on Salt Spring.

Legal Services

We are seeing a budget overage with regard to legal services both in terms of enforcement and defence litigation. Certainly I believe we are seeing financial implications with an overall increased emphasis on enforcement and short term vacation rentals (STVRs) in particular.

Electronic Trust Council meeting

As Trust Council deliberates on how many meetings to have per year it has also begun discussion regarding holding Trust Council meetings electronically. This item has had no previous staff review or analysis and we are unsure how successful an electronic Trust Council meeting may be. Nevertheless, at the last Trust Council meeting direction was made to engage in a trial electronic meeting session prior to the September 2020 meeting. Unless further direction is provided, staff will attempt a trial electronic Trust Council meeting in April or May.

R Hotsenpiller
Chief Administrative Officer

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 10, 2020
From:	**Carmen Thiel, Legislative Services Manager**	**Date Prepared:**	February 20, 2020
SUBJECT:	**Proposed Amendments to Trust Council Meeting Procedures Bylaw 101**		

RECOMMENDATION:
That staff be directed to prepare an amendment bylaw to implement changes to Bylaw No. 101, "Islands Trust Council Meeting Procedures Bylaw, 2004" as outlined in Appendix 1; and

That the amendment bylaw be referred to Trust Council for readings at the June 2020 Trust Council meeting.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
Trust Council has used the consent agenda process at its last two meetings. The proposed bylaw amendments have incorporated direction from Trust Council and are in support of meeting efficiency.

1 PURPOSE:
To amend Trust Council Meeting Procedures Bylaw No. 101 by providing for the use of a consent agenda process

2 BACKGROUND:
The procedures bylaw, adopted by Trust Council on April 27, 2004, regulates the proceedings of Trust Council and council committee meetings. The consent agenda process was used on a trial basis during the September and December 2019 Trust Council meetings. At its December 2019 meeting, Trust Council discussed "continuing with the consent agenda format (the Trust Council Procedure Bylaw would need amending)". Using the consent agenda process allows for more efficient use of meeting time by increasing the time for substantive discussions on items requiring debate and decisions.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Staff have reviewed the procedures bylaw and determined that *Regular Meeting Agenda - Section 5.3* would be the appropriate place to add provisions for the consent agenda process.

Staff have drafted proposed bylaw wording to allow sufficient flexibility in determining what is placed on the consent agenda. Appendix 1 is a consolidated version of Procedures Bylaw 101 showing the draft wording of the proposed amendments under **Regular Meeting Agenda – Section 5.3 on pages 6 and 7.**

Not all reports containing a recommendation to "receive for information" or "approve as presented" will be placed on the consent agenda if the Executive Committee or staff determines

that there is a need for staff to introduce the report, or the report is the culmination of a significant amount of staff time and effort, such as the quarterly financial reports or the annual report.

The consent agenda is not intended to discourage potential discussion or debate on consent agenda items. To ensure Trustees retain the ability to have full discussion and debate on any item placed on the consent agenda, a Trustee may ask the Chair to remove an item from the consent agenda before proceeding to vote on the consent agenda item(s). Removal from the consent agenda will happen without debate or vote and the item will then be dealt with separately under the applicable section heading of the agenda. A consent agenda process flow chart is included as Appendix 2.

The consent agenda will only be used for Trust Council business. It will not apply to council committee agendas. Items on the consent agenda portions will be grouped under the standing agenda sections: Executive, Local Planning Services, Trust Area Services and Administrative Services and a vote will be conducted for each group of items.

FINANCIAL: N/A

POLICY:
Islands Trust Council Meeting Procedures Bylaw, 2004

IMPLEMENTATION/COMMUNICATIONS:
If the proposed amendments are adopted by bylaw, they will be included in the consolidated version of the Trust Council Procedures Bylaw.

FIRST NATIONS: N/A

OTHER: N/A

4 RELEVANT POLICY(S):
Trust Council Policy 2.2.2 – Council Meeting Preparation
Trust Council Policy 2.3.1 – Executive Committee Terms of Reference

5 ATTACHMENT(S):
Appendix 1 – Draft Revised Procedures Bylaw 101 (consolidated) showing proposed amendments
Appendix 2 - Consent Agenda Process Flow Chart

RESPONSE OPTIONS

Recommendation:

That staff be directed to prepare an amendment bylaw to implement changes to Bylaw No. 101, "Islands Trust Council Meeting Procedures Bylaw, 2004" as outlined in Appendix 1; and

That the amendment bylaw be referred to Trust Council for readings at the June 2020 Trust Council meeting.

Alternative:

That this report be referred back to staff for additional information.

Prepared By: **Carmen Thiel, Legislative Services Manager**

Reviewed By/Date: **Russ Hotsenpiller, CAO, February 21, 2020**

MEETING PROCEDURES
BYLAW NO. 101

THIS BYLAW IS CONSOLIDATED FOR CONVENIENCE ONLY AND IS NOT TO BE CONSTRUED AS A LEGAL DOCUMENT

This copy is consolidated for convenience only and is amended by the following:

Bylaw No.	Amendment No.	Adoption Date
Bylaw No. 132	Amendment No. 1/09	October 12, 2009
Bylaw No. 133	Amendment No. 2/09	December 21, 2009
Bylaw No. 166	Amendment No. 3/16	October 21, 2016
Bylaw No. 171	Amendment No. 4/17	January 17, 2018

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ISLANDS TRUST COUNCIL

BYLAW NO. 101

****

A Bylaw to Regulate the Meetings of the Islands Trust Council, Committees of Council and the Islands Trust Executive Committee

****

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

PART 1 - INTERPRETATION

Definitions

1.1 In this bylaw

"Act" means the *Islands Trust Act*;

"Chair" means the Chair of the Islands Trust Council;

“Committee” means the Executive Committee, or a standing committee, select committee, or other committee of Council and includes sub-committees;

“Committee Chair” means the Chair of a Committee;

"Council" means the governing and executive body of the Islands Trust constituted as the Islands Trust Council as provided in Section 5 of the Act;

“Executive Committee” means the Islands Trust Executive Committee as provided in Section 20 of the Act;

"improper conduct" includes conduct which obstructs the deliberations of the Council, or statements considered by the Chair or person presiding as defamatory or profane;

"meeting" means the assembly of trustees as duly constituted under Parts 2 and 3 and called to order by the Chair in accordance with Part 6;

"resolution without meeting" means a Council resolution passed under Section 11 (2) to (4) inclusive of the Act;

"point of order" means an interruption of the debate or proceedings, during a meeting of Council, with an inquiry whether something being said or done is in or out of order according to a statute, this bylaw or rules referred to in this bylaw;

"point of privilege" means an interruption of the debate or proceedings, during a meeting of Council, with an inquiry respecting privilege under Section 7.5 of this bylaw or under the rules of order referred to in Section 7.6 of this bylaw;

"quorum" means at least one half of the number of Trustees provided for by the Act;

"Secretary" means the Islands Trust employee appointed and acting as Secretary to the Council or committee and includes, for the purposes of the provisions of this bylaw dealing with minutes, an employee designated by the Secretary for that purpose; and

“trustee’s address” means the address given to the Secretary by each trustee.

Incorporation of Act’s Definitions

1.2 Any term defined in the Act and used in this bylaw has the meaning given to it in the Act as of the date of adoption of this bylaw.

Interpretation of Bylaw

1.3 Nothing in this bylaw, and no failure to comply with this bylaw, affects the validity of an act of Council.

Application of Rules of Procedure

1.4 The provisions of this bylaw govern the proceedings of Council and of all committees, as applicable.

Severability

1.5 If any section or lesser portion of this bylaw is held invalid by a Court of competent jurisdiction, the invalid portion shall be severed from the bylaw without affecting the validity of the remainder.

Citing this Bylaw

1.6 This bylaw is to be cited as “Islands Trust Council Meeting Procedures Bylaw, 2004”.

PART 2 - REGULAR MEETINGS

Schedule and Notice of Regular Meetings

2.1 The first regular meeting of the Council shall be held on the first Wednesday of November following a general local election. At the first regular meeting, the Council shall establish the schedule of the date, time and place of regular Council meetings for the following calendar year, one of which shall be in each of the months of March, June, September and December.

2.2 Thereafter, at the meeting in December of each of the subsequent three years, the Council shall establish the schedule of the date, time and place of regular Council meetings for the following calendar year, one of which shall be in each of the months of March, June, September and December, with the exception of the year of a general local election when the last meeting of the year will be held in November. The meeting schedule and any revision to the schedule shall be posted at the places specified in Part 10 of this bylaw.

Quorum

2.3 Once the meeting is called to order, the Chair is responsible to ensure a quorum is maintained for the purposes of conducting the meeting.

Postponement if no Quorum

2.4 If there is no quorum of trustees at the meeting within three hours of the time set for the beginning of the meeting:

(a) the regular meeting is cancelled;

(b) all business on the agenda for that regular meeting is cancelled; and

(c) all business on the agenda for that regular meeting must be dealt with at the next regular meeting or a special meeting.

PART 3 - SPECIAL MEETINGS

Calling a Special Meeting

3.1 (a) The Chair or Executive Committee, or three trustees, may direct the Secretary to conduct a vote by resolution without meeting for the purposes of Trust Council calling a special meeting. Within seven (7) days, the Secretary shall conduct a vote on whether Council should hold a special meeting for a specified purpose at a specified time and place.

(b) In the event the resolution without meeting referred to in Section 3.1(a) or (c) is passed by a majority of trustees, the Secretary shall give notice of the special meeting to every trustee in writing at the place to which the trustee has directed that notices be sent, and to the public by posting a copy of the notice at places specified in Section 10, at least 48 hours before the time of the meeting. The notice will indicate the day, hour, place and purpose of the special meeting.

(c) In the event that three trustees have directed the Secretary to conduct a vote by resolution without meeting to call a special meeting the Secretary shall notify the Executive Committee within 48 hours of receipt of this

request. As per Section 3.1 (b), the Secretary will give notice of the special meeting with Executive Committee recommendations if available.

Postponement if no Quorum

3.2 Section 2.4 applies to special meetings.

PART 4 - OTHER MATTERS REGARDING MEETINGS

Recessing and Reconvening a Meeting

4.1 Council may by resolution adjourn any special or regular meeting for purposes of reconvening on a date and at a time and location specified in the resolution.

Cancellation of Regular Meetings

4.2 Council may by resolution at a regular or special meeting or by resolution without meeting cancel any regular meeting by causing the Secretary to provide:

(a) written notice to trustees confirming cancellation of the meeting 48 hours before the scheduled start of the meeting, using procedures stated in Section 3.1 (b) and (c); and

(b) public notice of the cancellation of the regular meeting by posting notice of the cancellation at the regular meeting location and the places specified in Part 10 of this bylaw.

Cancellation of Special Meetings

4.3 The Chair, and/or the Executive Committee, and/or any three Trustees may request a cancellation of a special meeting of Council following the procedures outlined in Section 4.2.

Electronic Meetings

4.4 (a) A special meeting of Council to deal with urgent new business may be conducted entirely by means of audio or audio and visual electronic communication facilities if a majority of the members of the Council have agreed by resolution that the meeting may be conducted in this way and provided the Secretary has received sufficient notice and can make the necessary arrangements.

(b) An individual Council member who is not at the physical location of a special Council meeting or a regular Council meeting may choose to participate by means of audio or audio and visual electronic communication facilities, provided the Secretary has received sufficient notice and can make the necessary arrangements.

(c) At a regular Council meeting, no more than four Council members may participate by means of electronic communication facilities and in the event that more than four members wish to do so, the first four members to notify the Secretary will be those eligible to participate through electronic communication facilities.

(d) The person presiding at a regular Council meeting must be present at the physical location of the Council meeting.

(e) An individual member of Council may not participate by means of electronic communication facilities in more than one regular meeting of the Council in any one calendar year.

(f) The Council may waive the restrictions in section 4.4(c) and (e) by unanimous resolution, provided the waiver does not conflict with provincial legislation and regulation that enables electronic meetings.

(g) Council members who use electronic communication facilities to participate in a meeting conducted in accordance with this bylaw are deemed present at the meeting.

(h) A member of the Council may begin participation in a meeting by electronic communication facilities after the meeting has been called to order.

(i) Where a member of the Council is participating in a meeting through electronic communication facilities, the facilities must enable all meeting participants to hear, or watch and hear, each other and must provide notice when participants join or leave the meeting.

(j) Where a member of the Council is participating in a meeting through electronic communication facilities, the facilities must enable the public to hear, or watch and hear, all meeting participants at a place specified in the meeting notice, unless the meeting has been properly closed to the public.

(k) For the duration of an electronic meeting that is open to the public, a designated staff member must attend at the place specified in the meeting notice for the public to hear, or watch and hear, the participants.

4.5 Cell phone or satellite connections may be used for open Council meetings.

4.6 If communication is lost to one or more electronic participants during a meeting:

(a) The participant affected will attempt to reestablish the link and, in the interim, will be deemed to have left the meeting and this will be recorded in the minutes.

(b) If there is not a quorum, the Council Chair or person presiding will call a recess until the link is reestablished.

(c) If, after 15 minutes, a link cannot be reestablished and there is not a quorum of Council members, the meeting will be deemed adjourned and the item under discussion at the time of loss of communication will be added to the next agenda.

4.7 The costs of electronic participation in a Council meeting will be borne by the Council if the Council member is participating from a location within Canada or has received the approval of the majority of Council members.

PART 5 - PROCEDURE FOR COUNCIL MEETINGS

Chair to Open Meetings

5.1 If there is a quorum of Council, the Chair must call the meeting to order. If there is a quorum of Council but the Chair is not present within 15 minutes of the scheduled meeting starting, a Vice Chair must take the chair and call the meeting to order.

Appointment of Acting Chair

5.2 If there is a quorum of Council but neither the Chair nor a Vice Chair is present within 15 minutes of the scheduled meeting starting time, the Secretary must call the meeting to order and by resolution the Council must appoint a trustee to act as Chair for that meeting until the Chair or a Vice Chair arrives. The Acting Chair of a meeting has the powers and duties of the Chair in respect of that meeting until the Chair or a Vice Chair arrives.

Regular Meeting Agenda

~~5.3 The Council may by resolution adopt a standard agenda format.~~

5.3. (a) The Council may by resolution adopt a standard agenda format which may include Consent Agenda portions;

(b) The Consent Agenda portions of the agenda shall consist of staff or committee report items that contain clear ‘take action, give approval, or receive for information’ recommendations;

(c) Trustees may vote on and adopt in one motion all recommendations appearing on the Consent Agenda portions of a regular meeting agenda;

(d) At approval of the Consent Agenda, a Trustee may for the purpose of:

(i) debate or discussion,

(ii) voting in opposition to a recommendation on the Consent Agenda portion or to propose an amendment to the motion; or
(iii) declaring a conflict of interest with respect to an item on the Consent Agenda portion,

request that an item be removed from the Consent Agenda portion, without debate or vote of the members. The item will then be considered under the Discussion/Decision Items in the applicable agenda section heading.

5.4 The Secretary must prepare an agenda for each regular meeting, which must:

(a) be consistent with any standard agenda format as determined in Section 5.3;

(b) state the general nature of each business item to be dealt with at the regular meeting; and

(c) be sent to each trustee's address at least seven (7) days before the scheduled meeting date.

5.5 Any trustee, Trust Committee, Council Committee or the Chief Administrative Officer may propose an item of business for the agenda of a regular meeting by giving written notice of the item, in reasonable detail, to the Secretary three (3) weeks prior to the meeting, for agenda consideration by the Executive Committee.

Special Meeting Agenda

5.6 The Chair, Executive Committee or both shall provide the trustees with an agenda stating the specific items of business to be considered at a special meeting.

Addition of Agenda Items

5.7 Council may by resolution place urgent items on the agenda at the beginning of the meeting during agenda adoption.

Notice to Secretary of Petitions and Delegations

5.8 A person who wishes to present a petition to, or a delegation who wants to appear before Council at a regular meeting of Council shall, at least three weeks prior to the meeting, deliver the request in writing to the Secretary. The request shall include the name of each petitioner with his or her residential address and the subject of the petition or delegation.

5.9 At the discretion of the Executive Committee, the petitioner or delegation may be given a space on the agenda.

5.10 No petition may be presented to, nor delegation appear before Trust Council unless Section 5.8 and 5.9 has been complied with unless otherwise agreed to by resolution of the Executive Committee before the meeting or of Trust Council at the meeting.

Correspondence

5.11 Anyone who wishes correspondence to be considered at a meeting of Council shall, at least three weeks prior to the meeting, deliver the correspondence to the Secretary. At the discretion of the Executive Committee, the correspondence shall be attached to the agenda or where it deems it appropriate, the correspondence shall be identified on the agenda and copies made available to Trustees who request it at the meeting.

Time Allowed for Petitions and Delegations

5.12 The maximum time for presentation of a petition or appearance of a delegation before Council is ten (10) minutes unless otherwise approved by resolution of the Executive Committee before the meeting or by resolution of Trust Council at the meeting.

Confidential Resolutions Without Meeting

5.13 The Chair or the Executive Committee may direct the Secretary to conduct a resolution without meeting in a confidential manner where the matter to be considered comes within the scope of s.90 of the *Community Charter*, and to record the resolution without meeting in a minute book to which the public may not have access.

Minutes

5.14 The Secretary shall keep legible minutes of every regular and special meeting of the Council and shall record any declarations made in relation to a conflict of interest and any resolutions closing a meeting to the public.

5.15 The minutes of every meeting must be adopted by resolution of Council. If each trustee has received a copy of the minutes of a meeting, those minutes may be adopted by resolution of Council. Any changes to the minutes as stipulated by Council resolution must first be made by the Secretary before adoption. All approved Council minutes shall be distributed to all Trustees.

Inspection and Copying of Council Approved Minutes

5.16 The minutes for every Council meeting are open for inspection by any person. Any person may make copies of minutes at reasonable times. This Section does not apply to a meeting from which the public has been excluded or a resolution without meeting that has been recorded in the manner specified in Section 5.12.

PART 6 - RULES OF CONDUCT

Recognition of Speakers

6.1 A trustee may speak in a meeting after the trustee has raised his or her hand and the Chair has recognized the trustee. If two or more trustees wish to speak, the Chair may designate the order in which each is to speak. If the Chair wishes to speak in a meeting, the Chair need only address the meeting.

Rules Regarding Trustees When Speaking

6.2 Except as otherwise resolved by Council, a trustee may:

(a) speak only to a matter being debated by Council;

(b) speak only to a motion that has been moved and seconded;

(c) not speak to a matter already resolved by Council and;

(d) not speak when called to order by the Chair.

Enquiries by Guests of Council and Members of the Public Attending the Meeting

6.3 At the discretion of the Chair, or by resolution of Trust Council, any person attending a meeting may address the Council to enquire about any item of business on the agenda in the manner set out in Section 6.2.

PART 7 - POINTS OF ORDER AND PRIVILEGE

No Interruption of Speaker or Meetings

7.1 No trustee may interrupt another trustee who is speaking except to raise a point of order.

Chair to Keep Order

7.2 The Chair is to preserve order at every meeting of Council and has the power to make such rulings as are necessary to do so, including the power to rule on all points of order and expel a trustee for improper conduct.

Chair to Give Basis for Rulings

7.3 At the time any ruling is made by the Chair on a point of order, the Chair must inform the Council of the ground upon which the ruling is made.

Appeal to Council on Point of Order

7.4 A trustee may appeal any ruling of the Chair on a point of order to Council. The Chair must put to Council the question "Should the ruling of the Chair be sustained?". The question must be put to the meeting at once by the Chair and the question must be immediately voted upon by Council without debate. If the votes for and against the question are equal, the chair is sustained. The Chair is governed by the vote of the trustees on the question.

Points of Privilege

7.5 A trustee may:

(a) require that a motion being debated be read for the trustee's information, but may not interrupt another trustee who is speaking unless that other trustee consents;

(b) require the Chair to state the reasons for the Chair's ruling on a point of order, which the Chair must do at once without debate; and

(c) put a question to the Chair regarding any matter connected to the affairs of Council, which the Chair may require be put in writing.

Robert's Rules of Order Apply

7.6 All matters of order or privilege not provided for in this bylaw are governed by the rules in the current edition of *Robert's Rules of Order*.

PART 8 - RESOLUTIONS

Resolutions and Bylaws

8.1 (a) Resolutions, a reading of a Council bylaw and adoption of a bylaw may be passed on a motion moved by a trustee and seconded by another trustee.

(b) Resolutions for consideration at a Trust Council meeting must be received in writing by the Secretary for consideration by Council.

Effect of Question Under Consideration

8.2 When a question is under consideration, no motion may be made except a motion to:

(a) call the question;

(b) postpone the question indefinitely;

(c) table or postpone the question for a specified time;

(d) amend the question;

(e) refer the question to a committee;

(f) limit or extend debate on the question; or

(g) put a previous question to the vote.

Motion to Table

8.3 A trustee may make a motion to table a matter at any time unless a motion to adjourn has already been made. Council may debate the motion to table, but may not debate the matter which is the subject of the motion to table.

Motion to Adjourn

8.4 A trustee may make a motion to adjourn a meeting at any time. The motion must be put to a vote at once without debate. If a motion to adjourn is defeated, no further motion to adjourn may be made unless some business or another matter intervenes between the defeat of the first motion to adjourn and the further motion.

Motion to Postpone a Question

8.5 A trustee may make a motion to postpone consideration of a question until later in the same meeting, to another meeting, or indefinitely. A motion to postpone until later in the same meeting must be put to a vote without debate. A motion to postpone until another meeting or indefinitely may be debated and, if that motion is passed, the question which is postponed may not be considered again during that meeting.

Inadmissible Motion

8.6 If the Chair or a Trustee considers that a motion is contrary to a bylaw or the Act, the Chair must inform Council at once and may refuse to put the question to a vote. The Chair must give reasons for any such refusal at once.

Recording and Reading of Motions

8.7 The Secretary must record in the minutes the text of every motion. After a motion has been recorded and seconded by another trustee, the Secretary, if requested by a trustee, must read the motion aloud to the meeting before the motion is debated or put to the vote by the Chair. A motion may not be withdrawn after it has been voted on by Council at that meeting.

Amendment of Motions

8.8 (a) A trustee may move to amend a motion being considered by Council, but the amendment must be seconded before further consideration. That trustee may not move any further amendments to that motion. A trustee may move to amend an amendment already moved, but only one motion to amend an amendment may be made.

(b) No motion to amend a motion may be made if the amendment negates the motion which would be amended. If any trustee asserts that a proposed amendment to a motion would negate that motion, the Chair must at once rule whether that would be the case. That ruling may be appealed to Council as a ruling on a point of order.

Effect of Motion to Amend

8.9 If a motion to amend a motion is:

(a) carried, the motion is to be voted on as amended; or

(b) defeated, the motion is to be voted on unamended.

8.10 A motion to amend must either be withdrawn, with the permission of the seconder, or voted on before the motion which would be amended may be voted on.

Question to be Put After Debate

8.11 The Chair must put every question to a vote immediately after debate on that question is closed. Where the votes of the trustees, including the vote of the chair or other person presiding, are equal for and against a question, the motion shall fail, and it shall be the duty of the Chair or other presiding person to so declare.

Voting by Show of Hands

8.12 Each trustee voting on a question must do so by raising his or her hand.

Recording of Votes

8.13 A trustee may require his or her vote on any question to be recorded by the Secretary. The Secretary in such case must record in the meeting minutes the name of the trustee and which way the trustee voted.

Recording Abstentions

8.14 When a member abstains from voting on any question, he or she shall be regarded as having voted in the affirmative and at the request of the member abstaining, or the Chair, the abstention must be recorded in the minutes of the meeting. When a member leaves the meeting temporarily after declaring a conflict of interest, the member shall not be regarded as having abstained.

Resolutions Without Meeting

8.15 (a) Trustees moving or seconding a motion to be considered as a resolution without meeting shall inform the Chair, or in the absence of the Chair, a Vice Chair, in writing or by telephone.

(b) The Chair shall direct the Secretary to conduct the vote, which the Secretary or his/her delegate may then conduct in writing or by telephone by providing trustees with a copy of the resolution in accordance with Section 3.1 (d).

(c) The Secretary or his/her delegate shall record the results of the resolution without meeting vote.

PART 9 - ADOPTION OF BYLAWS

Proposing Bylaws

9.1 Unless Council otherwise resolves, Council may not consider a proposed bylaw unless:

(a) the Secretary has given a copy of it to each trustee; and

(b) it is on the agenda for the meeting.

Adoption of Bylaws

9.2 A bylaw has been enacted by Council once:

(a) all approvals, procedures and other requirements imposed by statute have been fulfilled;

(b) Council has given first, second and third readings to the bylaw by title only; and

(c) Council has reconsidered and finally adopted the bylaw.

PART 10 - PUBLIC ACCESS

Open to the Public

10.1 Regular and special meetings of Council will be open to the public, and no person may be excluded except when the Council resolves to exclude members of the public in accordance with Section 90 of the *Community Charter*.

Public Notice

10.2 Notices of the meetings of the Council and of other Council business shall be posted at the principal office of the Islands Trust in Victoria and on the Islands Trust website.

10.3 The Secretary shall provide public notice, through media releases, of the time, location and agenda highlights of a regular meeting of the Council at least two weeks before the meeting. Agendas will be made readily available upon request.

10.4 Public notice of the availability of the meeting schedule at the places specified in Section 10.2 shall be given at least once a year by publication in a newspaper or newspapers circulating in the trust area.

PART 11 - COMMITTEE MEETINGS

Duties of the Executive Committee

11.1 The Executive Committee must carry out the responsibilities assigned to it in Part 3 of the Act, carry out any duties delegated to it by Trust Council and follow the terms of reference established for it by Trust Council.

Duties of Standing Committees

11.2 Standing committees of Council must follow the terms of reference established for them by Council in terms of membership and responsibilities.

Duties of Select Committees

11.3 Select committees must consider, inquire into, report and make recommendations to Council about the matters referred to them by Council within the period specified by Council.

Schedule of Committee Meetings

11.4 (a) At its first meeting after its establishment, and at least annually after that, a committee must establish a regular schedule of meetings, consistent with the terms of reference established by Council.

(b) The Committee Chair may cancel a meeting, or may call a special meeting of the committee in addition to the scheduled regular meetings, subject to approved budgets for meeting costs and staff resources.

Notice of Committee Meetings

11.5 (a) Subject to subsection (c), after a committee has established the regular schedule of committee meetings, including the times, dates and places of committee meetings, notice of the schedule must be given by:

(i) posting a copy of the schedule at the principal office of the Islands Trust in Victoria and on the Islands Trust website

(ii) providing a copy of the schedule to each member of the committee.

(b) Where either a regular or special committee meeting is conducted entirely through electronic communication facilities under section 11.10 (a), the meeting notice must include notice of the way the meeting is to be conducted and the place(s) where the public may attend to hear, or watch and hear, the part of the proceedings that is open to the public.

(c) Where revisions are necessary to the annual schedule of committee meetings, the Secretary must, as soon as possible, post a notice at the

principal office of the Islands Trust in Victoria and on the Islands Trust website.

(d) The Committee Chair must cause a notice of the day, time and place of a meeting called under section 11.4(b) to be posted at the principal office of the Islands Trust in Victoria and on the Islands Trust website and to be given to all members of the committee at least 10 days before the scheduled start of a Council Committee meeting and at least 5 days before the scheduled start of an Executive Committee meeting.

(e) The Committee Chair must cause a notice of the day, time and place of a meeting cancelled under section 11.4(b) to be posted at the principal office of the Islands Trust in Victoria and on the Islands Trust website and to be given to all members of the committee at least 48 hours before the scheduled start of the meeting.

Attendance at Committee Meetings

11.6 Council members who are not members of a committee may attend open meetings of a committee, but may only attend closed meetings if permitted by resolution of the committee.

Minutes of Committee Meetings

11.7 The Secretary shall keep legible minutes of every regular and special meeting of a committee.

11.8 The Committee Chair or member presiding at the meeting must sign committee minutes.

Quorum

11.9 The quorum of a Council committee is a majority of all of its members and the quorum of the Executive Committee is three.

Conduct and Debate

11.10 (a) The rules of Council procedure must be observed during committee meetings, so far as is possible and unless otherwise provided in this bylaw.

(b) If Council members attend a meeting of a committee of which they are not a member, they may participate in the discussion only with the permission of the majority of the committee members present and must not vote on a question.

Electronic Meetings

11.11 (a) A regular or special meeting of a Council committee or a special meeting of the Executive Committee may be conducted entirely by means of audio or audio and visual electronic communication facilities if a majority of the members of the committee have agreed by resolution that the meeting may be conducted in this way and provided the Secretary has received sufficient notice and can make the necessary arrangements.

(b) An individual committee member who is not at the physical location of a Council committee meeting or of a regular Executive Committee meeting may choose to participate by means of audio or audio and visual electronic communication facilities, provided the Secretary has received sufficient notice and can make the necessary arrangements.

(c) At a regular Executive Committee meeting, no more than two members, excluding the person presiding, may participate by means of electronic communication facilities and in the event that more than two members wish to do so, the first two members to notify the Secretary will be those eligible to participate through electronic communication facilities.

(d) An individual member of the Executive Committee may not participate by means of electronic communication facilities in:
i. two consecutive regular meetings of the Executive Committee, or
ii. more than half the regular meetings of the Executive Committee in any one calendar year.

(e) The Executive Committee may waive the restrictions in 11.11 (c) and (d) by unanimous resolution, provided the waiver does not conflict with provincial legislation and regulation that enables electronic meetings.

(f) Committee members who use electronic communication facilities to participate in a meeting conducted in accordance with this bylaw are deemed present at the meeting.

(g) A member of a committee may begin participation in a meeting by electronic communication facilities after the meeting has been called to order.

(h) Where any meeting participant is participating in a meeting through electronic communication facilities, the facilities must enable all meeting participants to hear, or watch and hear, each other and must provide notice when participants join or leave the meeting.

(i) Where any meeting participant is participating in a meeting through electronic communication facilities, the facilities must enable the public to hear, or watch and hear, all meeting participants at a place specified in

the meeting notice, unless the meeting has been properly closed to the public.

(j) For the duration of an electronic meeting that is open to the public, a designated staff member must attend at the place specified in the meeting notice for the public to hear or watch and hear the participants.

11.12 Cell phone or satellite connections may be used for open committee meetings. A land line connection must be used for closed committee meetings.

11.13 If communication is lost to one or more electronic participants during a meeting:

(a) the participant affected will attempt to reestablish the link and in the interim, will be deemed to have left the meeting and the Secretary will record this in the minutes.

(b) if there is not a quorum, the Committee Chair or person presiding will call a recess until the link is reestablished.

(c) if after 10 minutes, a link cannot be reestablished and there is not a quorum of committee members, the meeting will be deemed adjourned and the item under discussion at the time of loss of communication will be added to the next agenda.

11.14 The costs of electronic participation in a committee meeting will be borne by the Islands Trust Council, if the committee member is participating from a location within Canada or has received the approval of the majority of committee members.

PART 12 - REPEAL

12.1 Bylaw No. 21, being “Islands Trust Council Meeting Procedures Bylaw No. 21, 1994 is repealed in its entirety.

READ A FIRST TIME THIS	11TH	DAY OF	MARCH	, 2004
READ A SECOND TIME THIS	11TH	DAY OF	MARCH	, 2004
READ A THIRD TIME THIS	11TH	DAY OF	MARCH	, 2004
ADOPTED THIS	27TH	DAY OF	APRIL	, 2004

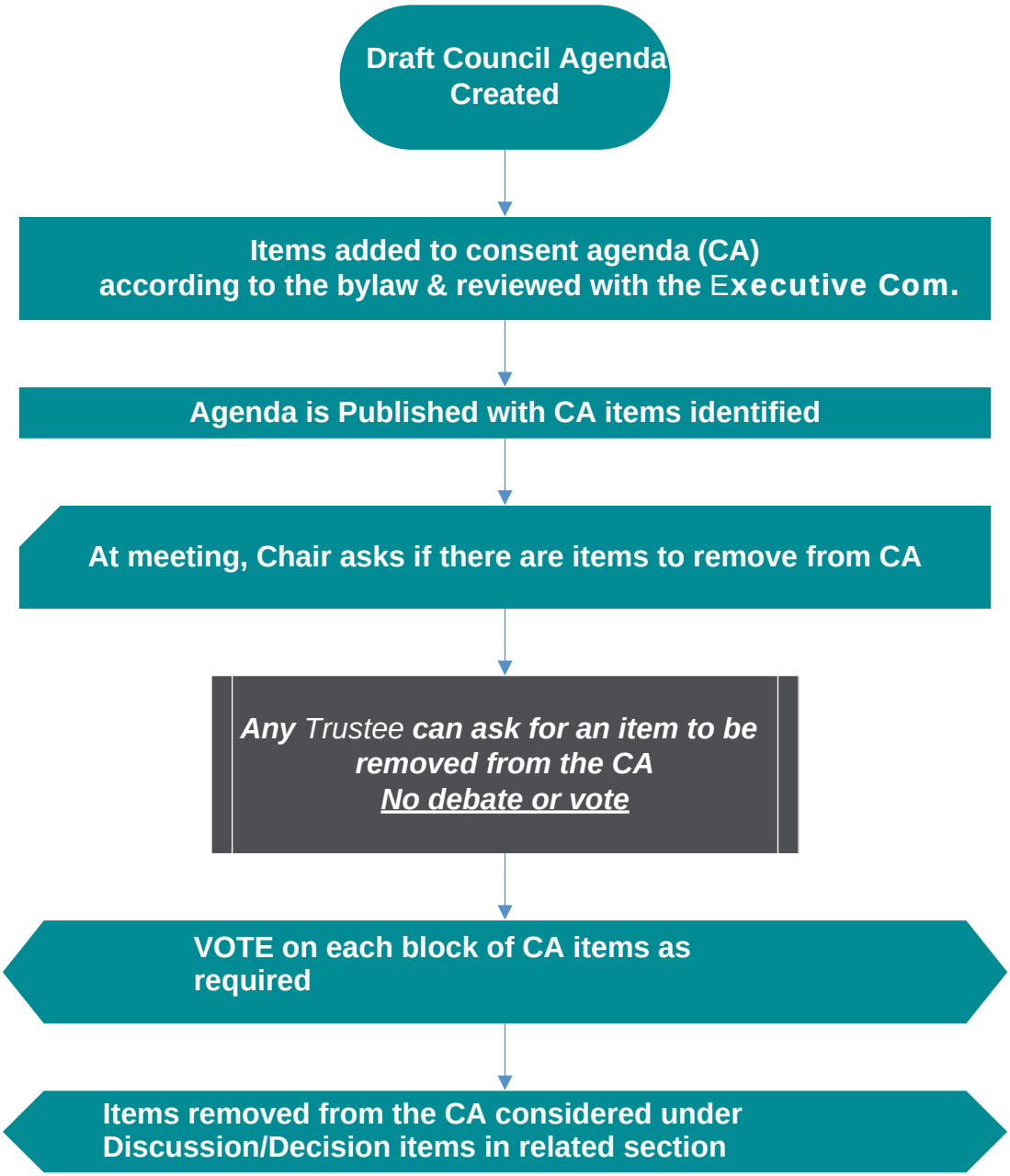
_____ SECRETARY

_____ CHAIR

Appendix 2

Procedures Bylaw Update

Proposed Consent Agenda Process



BRIEFING

To:	**Trust Council**	**For the Meeting of:**	March 10, 2020
From:	**Russ Hotsenpiller**	**Date Prepared:**	February 19, 2020

SUBJECT: **Amendment to the Annual Meeting Frequency of Trust Council**

PURPOSE: To consider changing the in-person meeting frequency of Trust Council from annual quarterly meetings to three meetings a year.

BACKGROUND: At their September 2019 meeting Trust Council passed the following motion:

> *THAT staff be asked to bring back a report to the December Trust Council meeting for consideration of a three in-person meeting schedule.*

Trust Council currently meets, as per Meeting Procedures Bylaw No. 101, on a quarterly basis in March, June, September and December. Meetings for the year are established at the December Trust Council of the previous year. The issue of meeting frequency and location has been a regular topic of consideration and debate at the Islands Trust in the past, with a variety of reasons provided in support of increasing or decreasing meeting frequency.

Two primary considerations for Trust Council as they contemplate a change in meeting procedure are 1) receipt and review of relevant information to assist in making a decision on this matter, and 2) if Trust Council decides to make a change to meeting frequency, what is the preferred option?

PART ONE

What are the main reasons or rationale for Trust Council to reduce its in-person meeting schedule from four meetings to three meetings, (and to also consider the possibility of a supplementary electronic meeting)? Further, what information is needed to assist Trust Council in making this decision? This report provides information on four metrics or measures:

A. The climate change impacts, specifically Green House Gas (GHG) emissions, of a typical Trust Council meeting.
B. The costs of a typical Trust Council meeting.
C. What, if any, are the impacts to good decision making and governance from a reduction in live meeting frequency?
D. What are the legislative impacts to changing meeting frequency?

A. Climate Change impacts

Trust Council meetings require that Trustees and staff travel to locations within the Trust area, necessarily making impacts to climate by generating GHGs through vehicle, ferry, vessel, accommodation and air travel emissions. What is the amount of these emissions and the extent of the impacts?

Using the financial records of Trust Council meetings, staff developed a GHG emissions profile for the ***average*** TC meeting. The profile was then applied to the 2017 BC Best Practices Methodology for Quantifying Greenhouse Gas Emissions by the Ministry of Environment and Climate Change, based upon the BC Government's SMARTTool.

Assumptions:

- Values have been determined by averaging of at least three Trust Council meetings.
- When averaging is not a functional alternative, the Gabriola LTA is used as a standard island as it provides a good representation of the usual travel requirements of Trustees and staff.
- Distances for travel were obtained by considering trustee expense forms, measurements of distances using Google Maps, and BC Ferries data.
- Carpooling was included in the calculation for individual trustee vehicle and staff vehicle use.
- Purchased electricity emissions for running buildings, nor district energy systems of hot water generation factors, nor use of trustee personal vessels were used in the calculation.
- We have not included water-taxi emissions though this omission is partially accounted for by including ferry and vehicle emissions.
- Values can be considered conservative.
- The table represents monthly totals.
- Catering is offset in this analysis by home food preparation.

Table 1. Emission Factors for Trust Council meetings

Analyte/Travel mode	**CO_2e (kg/km)**	**Notes**	**Totals**	**Total emissions** CO_2e
Car/gasoline	0.22[1] (at 9.2 L/100km)	Average km of total car travel based upon 4 TC meetings[2]	3,124 km	687.45 kg (.687 T)
Ferry	0.5765 kg/pass/100 km	Assume 25 km to Galiano for 31 trustees and staff	775 km	4.46 kg (.004 T)
Indirect emissions associated with accommodation	12.45 kg CO_2e/night/person	31 trustees and staff, based upon hotel occupancy	2 nights per person	771 kg (.771 T)
Total emissions				**1,463.81 kg**

[1]Table 24, 2017 BC Best Practices Methodology, Emission Factors, Distance Based
[2]Avg of 4 meetings, Victoria, Gabriola, Lasqueti and Salt Spring

Key Statistics and considerations:

- The approximate total emissions for a typical Trust Council meeting is 1500 kg or 1.5 T of CO2e.
- According to the Islands Trust Annual GHG Report 2016-2018 our average total emissions for the organization is 56.3 T CO2e. What percentage of corporate emissions do Trust Council meetings represent? In order to make a reasonable comparison we have to note that when making our annual GHG CARIP Report calculations we do not include ferry costs, nor indirect emissions associated with accommodation. Therefore, if we removed these as factors in the current calculation we are left with a ratio of approximately 700 kg/56,000 kg or 1.25%.

- Given the above, each Trust Council meeting represents approximately 1.25% of corporate emissions and annual meeting emissions would account for 5% of emissions as required for CARIP reporting.
- For sake of comparison below are some other jurisdictions' annual GHG emissions

Corporate emissions of select local governments		
Capital Regional District operations	2018	2, 299 T CO_2e
Duncan	2018	309 T CO_2e
City of Nanaimo	2018	2985 T CO_2e
Langford	2018	1171 T CO_2e

- For the sake of illustration here are comparable activities that generate 1.5 T CO2e.

Comparable activities that generate 1.5 T CO_2e	
83%	Annual electricity use for single
6 months	Heating an average home
6750	Km of driving
GHGs avoided by not emitting 1.5 T CO2e	
.51	Tons of waste recycled instead of landfill
57	Incandescent lamps switched to LEDs
Carbon sequester (1.5 T)	
24.8	Seedlings growing for 10 years (EPA)
1 hectare	Coastal Douglas-fir forest

- If reduction of GHGs is the primary driver of reducing meeting frequency there are a variety of options, including having fewer meetings, to achieving that goal. One option would be to maintain the current schedule but simply have fewer Trustees attend Trust Council on a rotating and voluntary basis. As long as quorum is achieved, (14 attendees of 26) the regular Trust Council rotation could proceed. Environmental and financial savings would accrue by this method as every Trust Council that had 10 trustees not participate would return an over 40% reduction in GHG emissions and lessen the costs of each Trust Council session accordingly. Over two Trust Council sessions that would be close to the equivalent of eliminating the impacts of an entire Trust Council meeting yet public participation would continue, oversight of the organization would be maintained and decisions of a Trust wide nature would be made.
- Carbon Offset pricing: Trust Council could purchase offsets in the public market to offset the impacts of Trust Council meetings. There is a range of offset pricing. Using the prices seen in carbon offset purchases for the Province for 2019, the price ranges from $8/c02e tonne to $22/$CO_2e$ tonne. These prices generate minimal expenses on a per meeting basis and could be used as a standard practice to address climate change concerns for meetings.

B. Costs of a Trust Council meeting

The costs of a typical Trust Council meeting are a consequential expense and Trust Council may consider cost to be a driver of change. The following information describes the annual budgeted costs and average Trust Council meeting costs.

Table 2. Annual costs for Trust Council meetings 2015/16 through 18/19

FY15/2016		**FY16/2017**		**FY17/2018**		**FY18/2019**	
Actual	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**
83,842	80,000	89,665	90,000	86,195	90,000	133,000	117,500

Table 3. Average costs for Trust Council meetings

Expense	Cost $	Notes
Average cost 2019	24,159	Extra Trust Council meeting in Victoria due to election, high costs of accommodation in 2019 locations.
Average cost 2017 to 2019	23,776	

Please note that the proposed Trust Council meeting budget for 20/21 is at 2017 levels.

C. Effective decision making and public engagement

To what degree, if at all, is effective governance of the Islands Trust impacted with a change from four meetings a year to three meetings or three meeting and an electronic meeting? Does the elimination of an in-person Trust Council meeting or the substitution of an in-person meeting have any effect on the decision-making process and ultimately governance of the Islands Trust area?

Substantially such determinations are subjective in nature. There are no obvious metrics to assist in determining the efficacy or vitality of legislative bodies meeting three times versus four times or the substituting of large scale electronic meetings. The main source of direction the Islands Trust policy framework provides is the principles of natural justice, primarily found in the guidelines for making rezoning decisions, and references to structured decision making as a best practice in governance.

The following points are offered for consideration:

1. The only potentially applicable policy reference would be the principles of natural justice in decision making which are included in Islands Trust Policy 2.1.iii "To strive for a high standard of administrative fairness and to recognize the principles of natural justice in decision making."
2. Natural justice has 3 basic principles, the Hearing Rule, the Impartiality Rule and the Evidence Rule, which together should be adhered to render fair decisions. Obviously having fewer Trust Council meetings lessens the opportunities for the public, stakeholders and even Trustees to be heard and evidence for decisions to be presented.
3. Structured decision making is a step-by-step approach to generating and evaluating policy strategies with multiple interests, multiple participants and conflicting information. Complex decisions requires active participation that includes:
    - Defining the problem
    - Defining issues objectives and criteria
    - Developing alternatives
    - Making tradeoffs and selecting a preferred option
    - Implementing a decision and monitoring outcomes
4. A theme of the 2018-2022 Trust Council, and indeed the thrust of the Strategic Plan, is to increase the policy efficiency across the Islands Trust. By agreeing at Trust Council that LTCs will collectively invest in the study of certain topics, such as climate change adaptation and mitigation, and adopt similar policy at the local level, ensures that there are incremental and cumulative positive environmental and regulatory effects across the area. Fewer Trust Council meetings seem to challenge the intention to regionalize rather than localize environmental and community value.
5. In-person meetings generally allow for increased information exchange, debate and participation and support natural justice principles.

6. Trustees have consistently asked for more time at Trust Council meetings, to limit staff reporting and commentary, and to 'workshop' issues.
7. Trustees have expressed concern this term regarding the role of the Executive Committee, its decision making authority, and its elections. Fewer Trust Council meetings increases the oversight and management of the Islands Trust by Executive Committee and extends the daily role of staff in Trust affairs.
8. There are no Acts or legislation that compel Trust Council to meet a certain number of times, and as the chart below indicates, there have been a number of different combinations that have been tried. In the 1970s the regulatory framework was much different, e.g. limited or no LTC function. It is in the 1990s that legislative changes delivered the current iteration of the Islands Trust.

1977	March/May/June/Dec (all meetings were 2 days long)
1978	March/June/Sept
1979	Feb/Sept/Nov
1980	Feb/May/Sept
1981	Feb/May/Sept/Dec (start of four two-day meetings per year)
1982 to 1989	Mar/June/Sept/Dec
1990	Feb/June/Sept/Nov (plus 5 additional special meetings)
1991	Jan/Mar/May/June/Sept/Dec (one day only)
1992 to present	Mar/June/Sept/Dec (variations in length of meetings – from 1 day to 2.5 days; plus additional special meetings)

9. Public Engagement: removal of one of the Trust Council meetings would affect public engagement through the following:
    - Removal of an opportunity for town hall/public comments,
    - Removal of opportunities for delegations,
    - Removal of opportunities for the public to attend,
    - Removal of communications elements such as the press releases following Trust Council, posting to the subscribers list, media hits, social media.
10. "Downstream effects" What are the unintended or downstream effects to other functions or bodies of the Islands Trust with one fewer Trust Council meeting?
    - LTCs: Trust Council functions as an appeal body for LTC bylaws where the Executive Committee has returned or refuses to consider a given bylaw. Trust Council also performs this function for Bowen Island bylaws. If Trust Council were referred such a bylaw, it could be delayed if there is a five or six month gap in meeting frequency.
    - Council Committees: Council Committees serve at the pleasure of Trust Council and have specific work plan items that need to be referred to Trust Council for either approval or redirection. A large gap in meeting times may affect this oversight so there may be value in addressing Council Committee reporting in a new or more comprehensive manner.

D. Legislative Context

What are the key dates that are required by legislation/policy or are essential to operation of the Islands Trust? Typical information and procedural milestones are shown in the table below with items highlighted in red being required at the time scheduled.

Table 5. Standard business done at quarterly trust council meetings, (Islands Trust Act (ITA), Local Government Act (LGA)

MONTH	ANNUALLY (typical meeting elements)	APPLICABLE BYLAW/POLICY	BI-ANNUALLY or as required
MARCH	• Financial Plan Bylaw – 1st-3rd readings; then to Minister by Mar. 31 • Revenue Anticipation Borrowing Bylaw – 1st-3rd readings • Year end forecast • Trustee Remuneration • Legislative Monitoring Report	Sec. 14 – ITA TC Policy 6.3.1 Bylaw 153 & TC Policy 7.2.1	
JUNE	• Approval of Audited Financial Statements of Trust Council • Approval of Annual Report which is filed with Minister. (Could be considered in September, but would result in tight schedule for Ministry to introduce to Legislature)	Sec. 19 – ITA TC Policy 6.10.1	• Community Stewardship Awards - TC Policy 2.1.11 – every 2 years in odd numbered years • **In election year** (next is 2022) amendments to TC election bylaw must be adopted by first week of July & agreements with regional districts to run elections ratified
SEPTEMBER	• ITC Audited Financial Statements received • Statement of Financial Information (to be approved 6 months after year end, could be approved by electronic meeting , RWM or be completed by June) • Annual Report submitted to Province, (hard deadline) • Legislative Monitoring Report • Budget principles & assumptions • Joint session with San Juan County Council member	Sec. 46 – ITA *Financial Information Act*	• **In election year** have end of term review & Election Best Practices Review for Trustees
DECEMBER	• Budget Session (not a legal requirement for December, but a practical one to prepare for March Budget adoption) • TC endorses draft budget and forwards to public budget consultation process • Assumptions & Principles • Set locations for following year's TC meetings	TC Policy 6.3.1 TC Policy 2.3.3	
Other	• **In election year (next one is 2022) first meeting of Trust Council must take place in NOVEMBER** – Trustees are sworn in/EC and ITC elections held/orientation begins; • **In second meeting after Quadrennial elections** Chair recommends Standing Committee appointments for ratification by TC	Sec. 6 – ITA Part 3 - LGA TC Bylaw 101 TC Policy 2.2.2 TC Policy 2.4.3 TC Policy 2.3.1	**Other common decision items :** • Strategic Plan • Issuance of NAPTEP Certificates • Development Approval Bylaws receive readings • Approval of bylaws submitted by LTCs

Note: While RWM's can be used to give bylaws first reading and adoption, they cannot be used to give 2nd or 3rd readings.

PART TWO

Given the information above, what would be the optimal means of reducing Trust Council in-person meetings?

One option is to have three meetings on a four-month rotation in order to provide a consistent annual meeting schedule. Unfortunately, there are a number of limiting factors to establishing such a schedule, primarily the requirement to have a March budget session, approval of audited financial statements in June, and a general wish to avoid significant meetings in July and August.

Option 1: A Trust Council schedule of March, June and November

- March would be retained as an in-person meeting in order to debate and approve the budget by the required deadline of March 31.
- The June meeting would be retained as an in-person meeting to approve Audited Financial Statements.
- The September meeting would be cancelled and the Statement of Financial Information would be approved by alternative means (most local governments approve this however with some enquiry or discussion).
- The December meeting would be moved to November to lessen the gap between June and December to 5 months.

Option 2: Electronic Meetings of Trust Council

Trust Council has discussed the possibility of conducting one of their meetings electronically and have requested that a trial electronic meeting be conducted to determine the value of such an undertaking. While the current motion of Trust Council only requests review of options for a three annual meeting schedule, certainly a technical/operational business case or cost benefit analysis can be prepared on the viability of an electronic meeting.

Generally, however, an electronic Trust Council meeting would be a challenge technically and operationally. Staff can find no examples of provincial, national or international legislative, decision making bodies consisting of upwards of 30 participants conducting public meetings over a two day time frame. The variability of bandwidth and reception across the Trust Area will guarantee uneven participation. The ability of the public to participate will be limited by either technology or the requirement to travel to a central location. Further, there will be significant challenges in conducting an electronic meeting on any series of complex issues - such as the strategic plan or the budget - via Roberts Rules of Order (and the Meeting Procedures Bylaw) and that are characterized by extensive reporting by staff, questions of staff, motions, discussion, amendments to motions and voting procedures.

Staff are currently developing the viability of broadcasting local trust committee meetings on a trial basis. Perhaps the lessons learned during that process will inform any consideration of adopting electronic Trust Council meetings.

SUMMARY

Elimination of a Trust Council meeting would reduce the GHG emissions by 1,500 kg CO_2e and render a cost savings in the order of $24,000 annually. Whether these savings offset the cultural, governance, and public engagement impacts of a reduction in meeting frequency is a matter of discretion for Trustees and Trust Council. Staff believe that substitution of an in-person meeting with an electronic meeting is not viable at this time for the Islands Trust. Nevertheless, a business case would need to be

prepared to determine the specifics of Trust Council electronic meeting viability and the trial meeting requested by Trust Council would need to be completed to support that work.

BACKGROUND: ATTACHMENT(S): NA

FOLLOW-UP: As directed by Trust Council.

Prepared By: **R Hotsenpiller**

Reviewed By/Date: **February 18, 2020**

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	March 10, 2020
From:	**CAO**	**Date Prepared:**	February 19, 2020

SUBJECT: **Update on Strategic Planning Actions from December 2019 to March 2020**

PURPOSE: To provide Trust Council an update on the 2018-2020 Strategic Plan actions and activities.

BACKGROUND: Trust Council adopted the Strategic Plan on December 4, 2019. At the same meeting the draft 2020/2021 Financial Plan was debated in advance of its required final passage prior to March 2020. The budget itself contains the funding allocations to deliver the Strategic Plan over the next two years, however, some progress has been made on the Strategic Plan which is summarized in Appendix A and B, attached.

There are a number of important issues that have developed over the last number of months that are currently not in the Strategic Plan and therefore do not have an allocation of staff or financial resources. Trust Council may wish to consider how to address these items.

1. Request to the Provincial Government for additional funding.
2. Auditor General for Local Government request, potential audit.
3. Climate Action Planning.
4. IAP2 standards in public engagement.

ATTACHMENTS:

1. **Implementation Schedule for Strategic Plan, 2019 and 2020.**
2. **Summary of Reconciliation Action Plan work, 2019/2020.**

FOLLOW-UP:

Prepared By: **R. Hotsenpiller**

Reviewed By/Date:

Attachment 1. Implementation Schedule for Strategic Plan, 2019 and 2020

Strategy	2019	2020	March 2020 Updates
1. Mapping of contiguous tracks of the Coastal Douglas-fir	$15,000		**This item is on budget and is due to be completed at the end of March, contract has been issued. Findings to be referred to May LPC meeting for direction.**
2. Amendment of plans to protect Coastal Douglas-Fir zones			**Pending Item 1.**
3. Amend legislation to increase the percentage of NAPTEP exemption			**The Ministry has been informed of this request, we have been redirected to the Ministry of Finance for further discussion.**
4. Advocate to minimize the impact of commercial activities on the marine environment and Participate in Canada's Southern Resident Killer Whale (SRKW) recovery plan.			**Attendance at Ocean Protection Plan forum and follow-up dialogue with federal staff re anchorages.**
5. Map eelgrass and kelp beds		$50,000	**Post budget approval**
6. Undertake a review of foreshore policies and regulatory bylaws and develop model policy		$10,000	**Post budget approval**
7. Develop a regional freshwater management framework		$4,000	**Consideration of funding at March Trust Council, pending budget approval.**
8. Map and develop water budgets for groundwater aquifers			**Mapping for the Southern Islands started in 2019 using LTC project funds. Mapping to be complete for March 2020 with peer review to follow.**
9. Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling.			
10. Amendment of the Islands Trust Policy Statement to add climate change policies			**Trust Programs Committee has met twice to discuss the amendment process for parts 3, 4 and 5 of the Policy Statement.**

11. Amendment of OCPs and LUBs to address climate change, CDF, foreshore and groundwater			
12. Develop a set of climate change, demographic and environmental data		$5,000	**Trust Programs Committee has approved a project charter for 2020/21 (pending budget approval)**
13. Broadcast public meetings		$7,100	**Pending budget approval**
14. Develop a new website and initiate a social media program	$115,000		**Website rebuild project underway. Islands Trust Facebook account established. Social media strategy under development.**
15. Develop and implement a stewardship education program	$10,000	$15,000	**This project will be initiated in 2020/21 through a project charter to TPC in May.**
16. Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council.		$10,000	**Pending budget approval**
17. Adopt a Reconciliation Declaration			**Complete**
18. Adopt and implement a Reconciliation Action Plan		$17,550	**Adopted June 2019** **1. Education/Training 151 people trained** **2. Standardization 77% complete** **5. Engagement ongoing** **7. Cultural Working Group formed**
19. Develop a Trust Area wide archaeological impact strategy and establish a Cultural Working Group			**Cultural Working Group formed 2019, meetings with other ministries, initial staff report reviews implemented.**
20. Amend the Islands Trust Act			**Update in CAO report**
21. Provide a secretariat role to forums within the Trust Area		$ 12,000	**Trust Programs Committee has approved a project charter for 2020/21 for May 2020 Baynes Sound/Lambert Channel Forum (pending budget approval). Secretariat report to Trust Council underway.**

22. Amend the Policy Statement introductory and definitions sections	$60,000	$45,000	**Islands 2050 engagement program underway.**
23. Determine if additional changes to the Policy Statement are desired by Trust Council			**Executive Committee approved a revised project charter for Policy Statement Amendment Project. TPC will continue to consider topics for amendment.**
TOTALS	**$200,000**	**$175,650**	

Attachment 2. Summary of Reconciliation Action Plan work, 2019/2020.

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 10, 2020
From:	Lisa Wilcox, kwakwemtenaat Senior Intergovernmental Policy Advisor	**Date Prepared:**	February 21, 2020

SUBJECT: Summary of Reconciliation Action Plan work, 2019/2020

PURPOSE: Provide update on the progress accomplished in 2019 on the Reconciliation Action Plan 2019-2022.

BACKGROUND:

On March 14, 2019 Trust Council passed the Islands Trust Reconciliation Declaration. On May 8th Executive Committee passed the following resolution regarding the adoption and implementation of a Reconciliation Action Plan:

> ***That the Executive Committee endorse the draft Islands Trust Reconciliation Action Plan and refer the plan to Trust Programs Committee, Local Planning Committee and Islands Trust Conservancy Board for review and comment.***

On June 19, 2019 Trust Council passed the Reconciliation Action Plan 2019-2022 in Penelakut territory.

PROGRESS 2019:

1. Education/Training – Cultural Competency, Cultural Safety completed:
   - 1.1 One to One Dialogue Sessions – 22 participants
   - 1.2 Facilitated Workshops – 19 participants/Gabriola/Denman/Gambier/Galiano/South and North Pender/Salt Spring
   - 1.3 All Staff Workshops – 44 participants
   - 1.4 and 1.13 Continuous Learning Sessions – 60 participants
   - 1.9 New Employee Orientation – in progress
   - 1.12 External Presentation/Education – 150 participants at Royal Roads and UBC
2. Standardization of Reconciliation Standing Resolutions – 77% complete
   - Resolution adopted by Salt Spring LTC/Mayne LTC/Thetis LTC/South Pender LTC/North Pender LTC/Hornby LTC/Galiano LTC/Gambier LTC/Gabriola LTC/Denman LTC
   - Outstanding Lasqueti LTC/Saturna LTC/Bowen LTC
3. Policy & Procedures
   - 3.1 Policy Statement – meetings with First Nations staff and elected officials has begun from June 2019 to January 2020. To date engagement through correspondence and email all First

Nations within the Islands Trust Area have been contacted. Meetings with First Nations staff and leadership has occurred to discuss the policy statement and how to move forward in a meaningful way with engagement and review of the document.

- 3.4 Cultural Site Preservation & Protection – meetings with First Nations, Archaeological Branch, and planning staff is ongoing. Planning staff now provide SIPA with staff reports for review to capture aspects of UNDRIP and cultural heritage concerns.
- 3.5 Review of Current Initiatives – ongoing.

4. Cultural, Naming & Recognition Work
    - 4.2 Signage – meeting with BC Ferries to review working together on initiatives.
    - 4.3 Cultural and Archaeological Acknowledgement – handouts and educational information provided to distribute to general public.
    - 4.4 Cultural and Sacred Site Protocol – completion of a provisional Islands Trust Chance Find Protocol to accompany staff reports and letters completed.
5. Liaison and Engagement with First Nations & Others
    - 5.4 Ministry Indigenous Relations and Reconciliation (MIRR) – meetings to provide guidance and inform processes.
    - 5.5 First Nations and Islands Trust – various meetings to work together on meaningful relationship building and joint initiatives.
6. Communications and Messaging
    - 6.1 Creation of Public Materials – Islands 2050 storyboards completed
    - 6.2 Webpage – review of tone and content completed
    - 6.3 News releases – review of tone and acknowledgement completed
7. Cultural Working Group
    - 7.1 Initiate Cultural Working Group – completed, subsequent meeting planned.

ATTACHMENT(S): RAPlan 2019 Progress Report Presentation/Handout

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Prepared By: **Lisa Wilcox, Senior Intergovernmental Policy Advisor, Trust Area Services**

Reviewed By/Date: **Clare Frater, Director Trust Area Services**

Local Planning Services
REPORT
December 2019 to February 2020

Date: 19/02/2020

General Comments
Local Planning Services has established the program for the three staff Professional Development Days in 2020:

- In March 2020, we again join with the Vancouver Island University "Master of Community Planning Program" students for a day of learning about *Drinking Water and Watershed Protection Planning* in the Islands Trust Area.

- In May we will spend a day learning about Cannabis agricultural activities, with visits to two farm operations on Salt Spring Island. Cannabis land use is new and this professional development day will assist local planning services staff to better understand the impacts of the industry.

- In October we will dedicate the day to First Nation reconciliation.

In the next three months, the focus for the Director of Local Planning Services will be on implementation of the Local Planning Services 2018 Review recommendations. This includes establishing a team of three planners focused on official community plan, land use bylaw and regional issues. Early work, to occur between now and early summer, will include development of processes and templates to ensure an efficient operation, and development of a communications and change management plan.

Work will also take place on revisions to Trust Council Policy 6.2.1 [Priority Setting/Review Guidelines] and Policy 6.7.1 [Work Program, Follow-up Action Lists and Priorities Charts]. These policies should be updated to address: dedication of planning staff resources for proactive strategic plan and official community plan/land use bylaw maintenance; a standardised framework for reviewing and updating official community plans and land use bylaws, including standardised templates; and policies on how local trust committees can obtain planning staff and budget resources to go beyond the standardised framework for official community plan and land use bylaw reviews and updates, and for local planning projects that do not fit within this framework. These amendments are expected to come through the Executive Committee to Trust Council over the summer of 2020.

We will also be working with planners to realign planning staff resources to provide functional team approach to processing applications, and supporting local trust committee meetings. This will mean that planners may be working on files in a region different to the one they are located in, and in some instances, participating in local trust committee meetings remotely.

Official Community Plan/Land Use Bylaw Review Status
The following official community plans are under review:

- Lasqueti Official Community Plan / Land Use Bylaw Review project has been initiated. The Lasqueti Island Local Trust Committee is continuing with community engagement.
- Gambier Official Community Plan Review is on hold pending completion of the Gambier Island *Riparian Areas Regulation* Implementation project.

Part of the implementation of the Local Planning Services review includes considering how these projects will be transitioned into the new process.

Policy Planning
Policy planning includes all of the proactive planning work being undertaken by the local trust committees and Local Planning Committee.

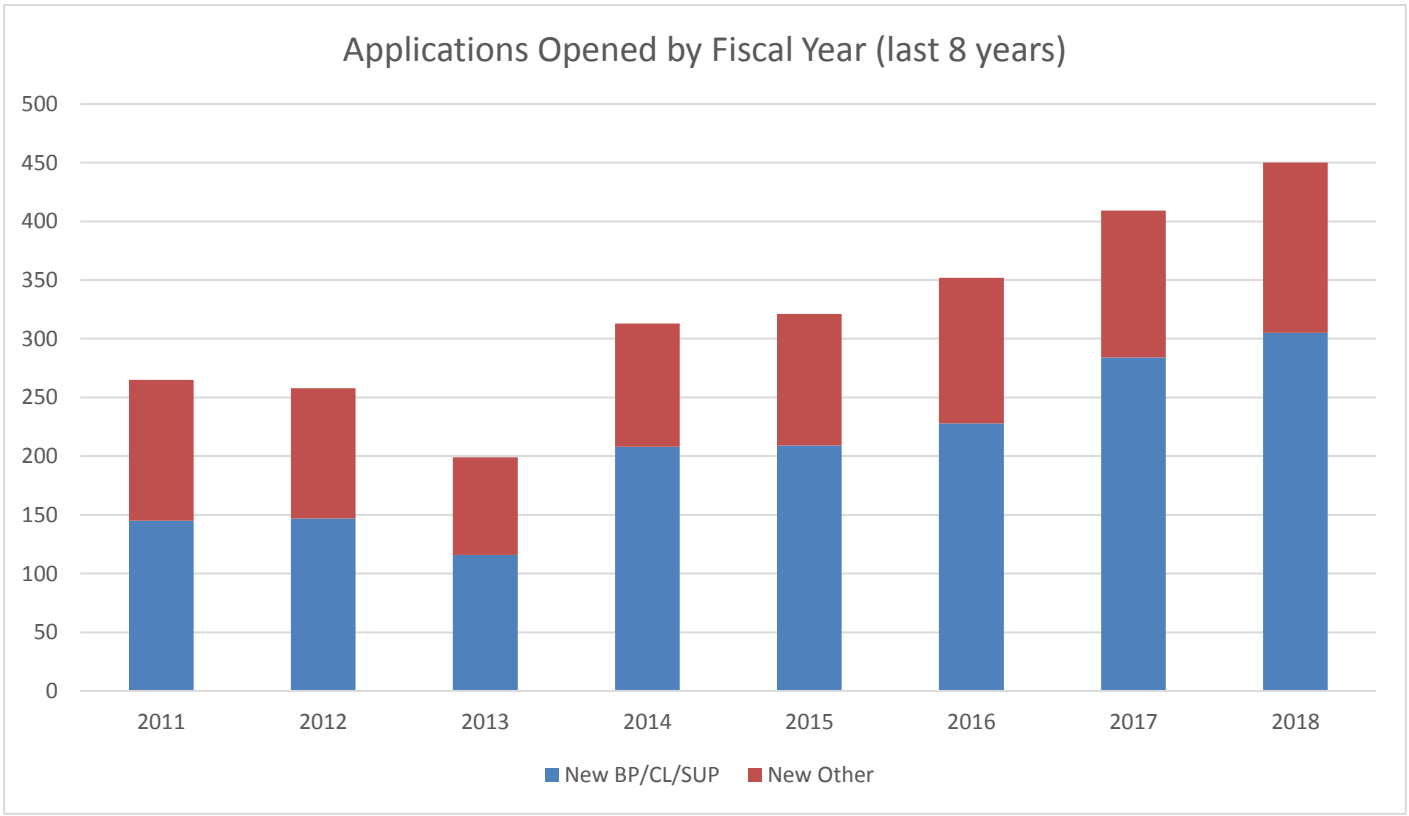
The Local Planning Committee has reviewed a draft Applications Processing Services policy, a draft model fee bylaw, and a draft model development approval information bylaw. This work is expected to be completed by May 2020 and submitted to Trust Council in June 2020. Part of the process includes development of communication materials to explain the work that is undertaken for applications, and the difference in processing applications in the Islands Trust Area verses other local governments. Further work of the Local Planning Committee will be based on the 2018-2020 Strategic Plan.

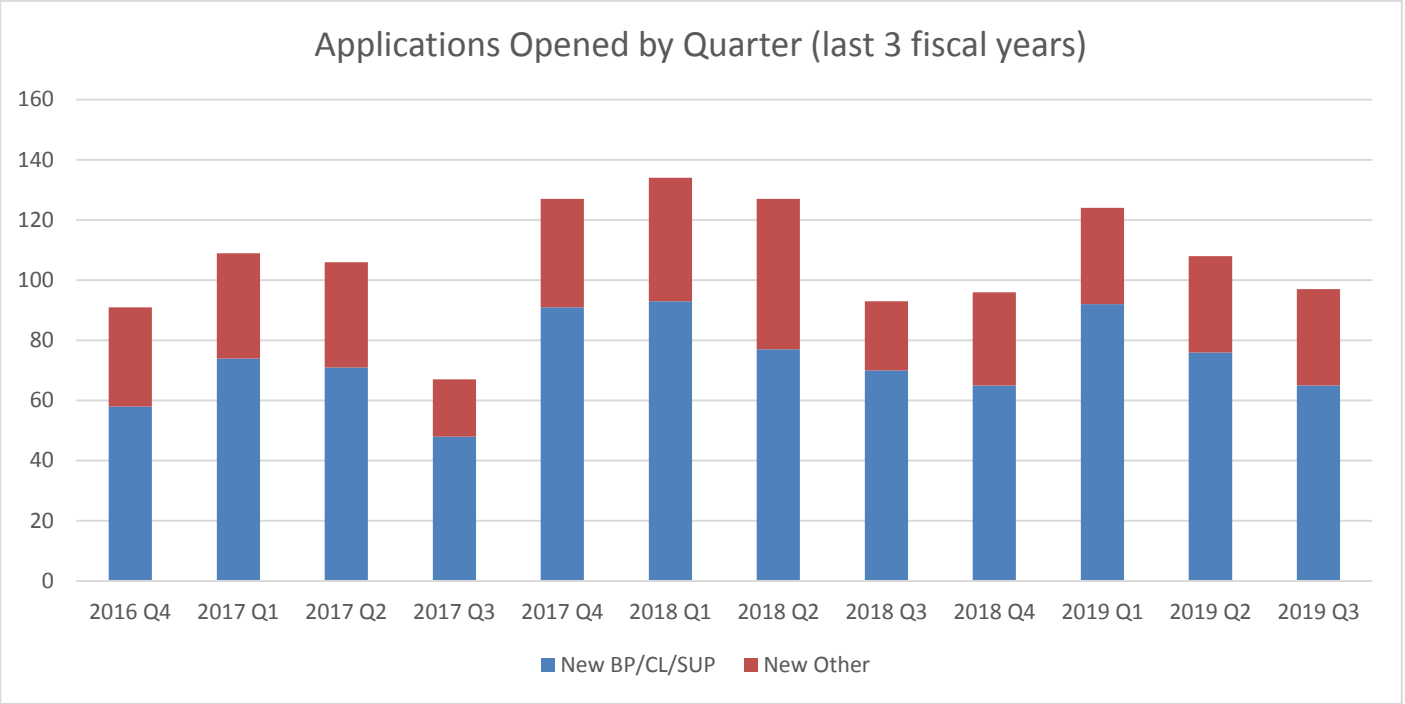
Throughout the 13 local trust committees, there are 40 top priorities. These are listed in detail on the Top Priorities Chart in the Trust Council Agenda.

Current Planning

Current planning includes processing of all of the applications and referrals received by local trust committees. Since December 1, 2019, to the date of this report, we have received 89 new applications, 58 of which are building permits, Crown land or other such referrals. Staff received three new rezoning applications, three development permit applications, eight Temporary Use Permit applications, and three subdivision applications. In total, including applications opened prior to December 1, 2019, there are 190 open applications, up from 179 as reported to Trust Council in December.

The follow charts provide a history of application volumes. The first chart shows the number of files opened by fiscal year for the last eight years, and the second chart shows the number of files opened by quarter for the last three years. The bottom part of each column (new BP/CL/SUP) are mostly building permit referrals, Crown land referrals, and siting and use permits. The "new other" applications (mainly rezonings, development variance permits, development permits, and temporary use permits) make up the majority of staff time in processing.





Freshwater
The Senior Freshwater Specialist has been focused on freshwater projects with a specific lens on the Reconciliation Declaration and Declaration of Climate Emergency, and is currently participating in major projects that balance the three tenets of First Nations, Water Authorizations, and Climate Change.

Current projects include the Southern Gulf Islands Groundwater Sustainability Strategy. This is designed to address the Islands Trust policy statement by identifying groundwater recharge areas and addressing climate emergency. Work includes determining groundwater budgets within current conditions and into the future in a changing climate. The project is a top priority of the North Pender, South Pender, Saturna, Mayne and Galiano local trust committees, and funding from the local trust committees' projects budget was approved by the Executive Committee. This project will complete at the end of March 2020, with peer review to follow, before release of final documents.

The Senior Freshwater Specialist is a project team member working with the Ministry of Environment and Ministry of Forest, Lands, Natural Resource Operations and Rural Development (FLNRORD) to determine salt water intrusion risk to groundwater resources in the Islands Trust Area and the surrounding coast to Haida Gwaii. The Local Planning Committee contributed $10,000 to this project.

The Salt Spring Island Groundwater Wells Monitoring Pilot project, funded in part by the Real Estate Foundation of BC, will be wrapping up at the end of the fiscal year.

The Senior Freshwater Specialist continues to support the work of Local Planning Services by responding to land-use planning applications requiring water authorizations.

Islands Trust

Print Date: February 21, 2020

Top Priorities Report

Local Planning Committee

1. *Application Processing Services Update*	Responsible	Dates
CURRENT: Combine policies 5.6.1, 5.6.2 and 5.6.3, add Model Fee Bylaw and model DAI Bylaw - draft back to LPC for Feb 2020 **PLANNED:** RFD to Trust Council on revised policy and model fees	Narrisa Chadwick	Rec'd: 22-Aug-2019 Target: 12-Feb-2020

2. *Saltwater Intrusion Mapping*	Responsible	Dates
CURRENT: Funding of $10,00 approved - work being undertaken by Province, with support from Islands Trust Senior Freshwater Specialist. **PLANNED**: Receipt of completed report on completion by end of Fiscal 2019/20	William Shulba	Rec'd: 17-Jul-2019 Target: 31-Mar-2020

3. *Protect quality and quantity of fresh water resources of the Trust A*	Responsible	Dates
Freshwater Management Strategy: Develop a regional freshwater management strategy that addresses responsibilities under the Water Sustainability Act, identifies water resources throughout the Trust Area, integrates water resource management into land use decision-making, and accounts for the impacts of climate change on island water resources (2018-2022 Strategic Plan item 7).	Narrisa Chadwick	Rec'd: 12-Feb-2020 Target: 20-May-2020

Islands Trust

Print Date: February 21, 2020

Projects Report

Local Planning Committee

1. *Letter of Agreement with the MOTI - including discussion about access to water bodies.*	Responsible	Date Received
Staff working with the MOTI to address the Letter of Agreement; Local Planning Committee is monitoring the process.		03-Mar-2016

2. *Shoreline Marine Planning*	Responsible	Date Received
Trust Council - 2015-2018 Strategic Plan Item Conduct a working group session to brainstorm possible directions.		09-Nov-2017

3. *Preserve, protect and advocate for forest and terrestrial ecosystems*	Responsible	Date Received
1. Map contiguous tracks of the Coastal Douglas-fir zone (CDF) and associated ecosystems to aid in protection of that zone and its associated ecosystems (underway by contractor for completion March 31, 2020) (2018-2022 Strategic Plan item 1). 2. Create a model development permit area for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas-fir zones throughout the Trust Area (2018-2022 Strategic Plan item 2).		12-Feb-2020

4. *Preserve and protect marine ecosystems.*	Responsible	Date Received
1. Map the extent of eelgrass and kelp beds throughout the Trust Area (2018-2022 Strategic Plan item 5). 2. Undertake a review of Local Trust Committee- Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore (2018-2022 Strategic Plan item 6).		12-Feb-2020

Projects Report

Local Planning Committee

5. *Protect quality and quantity of fresh water resources of the Trust Area.*	Responsible	Date Received
1. Map and develop water budgets for groundwater aquifers in the Trust Area (2018-2022 Strategic Plan item 8) 2. Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling (2018-2022 Strategic Plan item 9).		12-Feb-2020

6. *Strengthen housing affordability throughout the Islands Trust Area.*	Responsible	Date Received
Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council: 1. Develop model bylaws that use floor area ratio as a density metric for consideration of implementation in local trust area land use bylaws (2018-2022 Strategic Plan item 16). 2. Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws (2018-2022 Strategic Plan item 16). 3. Develop model bylaws to address the use of building stratas as a tool for affordable housing (2018-2022 Strategic Plan item 16).		12-Feb-2020

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 10, 2020
From:	**David Marlor, MCIP, RPP Director, Local Planning Services**	**Date Prepared:**	February 20, 2020

SUBJECT: **Local Planning Services 2018 Review Implementation Update**

PURPOSE:

To update Trust Council on the status, scope and timeframe from implementation of the recommendations in the 2018 Local Planning Services Review.

BACKGROUND:

The following table provides a status update on the implementation of the recommendations from the 2018 Local Planning Services Review:

Status Report on 2018 LPS Review Implementation

Action	Reason	Status	Planned Implementation Date
1. Planning Technician Position	To undertake administrative work such as building permit referrals off the planners	Included in draft 2020/21 budget for consideration by Trust Council in March 2020	April 1, 2020, with position hired by June 1, 2020 Subject to Trust Council budget approval
2. LTC Advocacy Position (conversion of Grants Admin. Position) Grants to go to Programs Coordinator	To provide capacity to undertake advocacy work for LTCs	Partially implemented. Grants Manager undertaking work in this area as directed by Director of Trust Area Services	Final implementation, April 1, 2020
3. Freshwater Specialist	To provide expertise and lead scientific advice on Freshwater through public outreach, research and support to planning processes	Included in draft 2020/21 budget for consideration by Trust Council in March 2020	April 1, 2020 Subject to Trust Council budget approval
4. Trust Council Policies on LTC projects and resource allocation	**To provide a more robust resourcing approach to LTC projects and Trust Council's strategic plan; to provide more resources for**	**Details below**	**June/September 2020**

	regional planning (via LPC)		
5. OCP Review Schedule	**To ensure all OCPs are reviewed in a timely manner, and resources are allocated**	**Details below**	**April 1, 2020** **Subject to Trust Council adoption of policy (item 4)**
6. Regional Planning (LPC Resources)	**Allocated a full time planner to the LPC to undertake more regional planning work**	**Details below**	**April 1, 2020** **Subject to implementation of Planning Technician (item 1)**
7. Planning Team Restructure	**Restructure planning into two groups – current planning and long range (policy) planning**	**Details below**	**Transitional Implementation April 2020** **Full implementation June 1, 2020 (with hire of Planning Technician)**
8. Planning Officer Classification	Current classification is Grid 27 (Planning Officer 3) for Island Planners. New structure could lead to an opportunity to re-classify some positions to Grid 30 (Planning Officer 4) as lead planners in Current and Policy planning	Awaiting restructure and then evaluation of actual roles, before drafting new job profiles for the re-class	Fall 2020 for implementation April 2021 Subject to restructure of planning team (Item 7)
9. Specialized Skills in Planning	To ensure we have the required specialized skills sets in planning	Demonstrated progress via freshwater specialist, senior intergovernmental policy analyst	On Going
10. Bylaw Enforcement Efficiency	Revise Trust Council Policy, and best practices to ensure bylaw enforcement is working as efficiently and effectively as possible	This work has been completed by Trust Council's adoption of a new bylaw compliance and enforcement policy	Done
11. Review LPS Administrative classifications	Once restructured planning into current and long range planning teams, we will review the actual work for the three administrative classifications and update as necessary	Awaiting restructure and then evaluation of actual roles, before drafting new job profiles for the re-class	Fall 2020 for implementation in April 2021 Subject to restructure of planning team (Item 7)
12. As and When Planners	A short-list of planners able to help out on short notice due to vacancies, illness and resignations	Development of RFQ in fall 2020	April 2021

Planning Team Reorganization Update (items 4, 5, 6 and 7 above):

Management plans to reorganize local planning services into a Policy Planning Team consisting of three planners, and a Current Planning Team consisting of 10 planners and one planning technician.

The Policy Planning Team would take on the strategic plan work items assigned to the Local Planning Committee, and the review of official community plans/land use bylaws.

Once established, the first priority for this team will be to:

1. Work with the Director of Local Planning Services to establish a standardized approach (methodology) for reviewing official community plans and land use bylaws. This will include standard discreet phases, standard timeframe and standardized product that accommodates local needs.
2. Identify where it may be possible to combine official community plans and land use bylaws to reduce the number that need to be maintained, while preserving the uniqueness of each island (Salt Spring, Gabriola, Gambier, North Pender, Thetis local trust areas all have multiple official community plans and land use bylaws).
3. Work with the Director of Local Planning Services to determine which of the existing 20 official community plans and land use bylaws would be first, and a timeline for starting the review of the 20 official community plans and land use bylaws.

The resources available, and the scope and timeline of the standardized methodology will dictate the number of official community plan and land use bylaw reviews that can begin each year. This in turn will determine start dates of subsequent official community plan and land use bylaw reviews.

The Current Planning Team would be largely responsible for:

1. Undertaking review of all applications
2. Administering local trust committee meetings
3. Undertaking smaller proactive planning projects of the local trust committee that cannot be undertaken by the Policy Planning Team.

To ensure the Current Planning Team functions well, the following will happen:

1. Revise how applications are assigned from geographic to functional. This will help balance workloads and allow planners to work on similar applications to improve efficiencies
2. Review and revise how staff process applications, including timeframe of processing the application, content and detail in staff reports for varies types of applications, and addition of more template staff reports.
3. Revise how staff resource and attend local trust committee meetings to improve efficiency and reduce unnecessary travel.
4. Transfer of building permit, siting and use permits and other referrals to a centralized Planning Technician. This will reduce workload for planners allowing them to undertake more planning work.

The new teams will be in place by April 1, 2020, and the work listed above would take place with the first few months of the teams being formed.

The number of planners assigned to Policy Planning and Current Planning will be monitored and could be adjusted once we start to see the effects of the changes.

Trust Council Policy Amendments

Staff will propose amendments to relevant Trust Council policies. These amendments will be to ensure that resources are allocated to:

1. Trust Council strategic plan items.
2. A strategic approach to reviewing official community plans and land use bylaws.
3. Support local trust committee local planning, application processing and meeting administration.

Staff will recommend amendments to the following policies:

5.9.1 Best management Practices for Delivery of Local Planning Services to Local Trust Committees

6.2.1 Priority Setting/Review Guidelines

6.7.1 Work Program, Follow-up Action Lists and Priorities Charts

Staff will recommend adding policies to address the following:

- Dedicated planning resources for proactive strategic plan work and the official community plan/land use bylaw review strategy.
- Standardized approach to official community plan/land use bylaw reviews, and official community plan/land use bylaw templates.
- How local trust committees can obtain resources to go beyond the standard framework for official community plan/land use bylaw reviews.

These policy amendment recommendations are expected to come to Trust Council in mid-2020.

Communications Plan

A component of the Local Planning Services Review Implementation is a communication plan. This plan will be developed in February/March and implemented by April 1 2020.

ATTACHMENT(S):

None

FOLLOW-UP:

Status updates to Executive Committee

Prepared By: David Marlor, MCIP, RPP,
Director, Local Planning Services

Reviewed By/Date: Executive Committee/February 26, 2020

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	March 10, 2020
From:	**Warren Dingman, Bylaw Compliance and Enforcement Manager**	**Date Prepared:**	February 20, 2020
SUBJECT:	**Bylaw Compliance and Enforcement Statistical Reports**		

PURPOSE:

This report summarizes the number and type of bylaw enforcement files as of December 31, 2019.

BACKGROUND:

The current file load of more than 300 bylaw compliance and enforcement files (an increase over prior year end number) continues to represent proactive enforcement on short-term vacation rentals, primarily on Salt Spring, Galiano, and North Pender. There has been an increase in complaints regarding STVRs on Gabriola, but there is still a relatively small number of STVR files for that Local Trust Area (LTA). There are also heightened concerns around unlawful STVRs on Hornby Island, so an additional increase in file load is expected this coming summer.

The litigation budget for compliance and enforcement is forecast to be over budget by $25,000.00 this fiscal due to short-term vacation rental litigations, desire for more enforcement by some local trust committees, and the fact that enforcement of development permit areas cannot be done using Bylaw Enforcement Notification (BEN) system.

This last year there has been enforcement against STVR operations in LTAs where the use of bylaw notices had not been adopted. However, both Denman and Hornby Island have recently adopted the BEN, and for the 2020 STVR enforcement season, bylaw notices will be an effective tool in dealing with contraventions. Under current legislation, enforcement on development permit area contraventions is still restricted to voluntary compliance and failing that, Court action.

The use of the BEN system continues to be very beneficial in dealing with most other contraventions. Last Fall, two days of adjudication hearings were held and Adjudicators upheld Bylaw Violation Notices (BVN) for three unlawful STVR operations (two on Salt Spring and one on Galiano), and for a BVN issued for a setback contravention on North Pender. It has been reassuring that despite vigorous defenses by disputants operating STVRs contrary to regulations, Adjudicators are deciding in favour of Islands Trust as advertisements on Airbnb & VRBO provide compelling evidence when disputants claim they are only operating a bed & breakfast.

ATTACHMENT(S):

1. Bylaw Enforcement Tables and Charts:
    a. New files
    b. Closed files
    c. File volume
    d. Violation type
    e. Length of time

Prepared By: **Warren Dingman, Bylaw Compliance and Enforcement Manager**

Reviewed By/Date: **David Marlor, Director Local Planning Services**

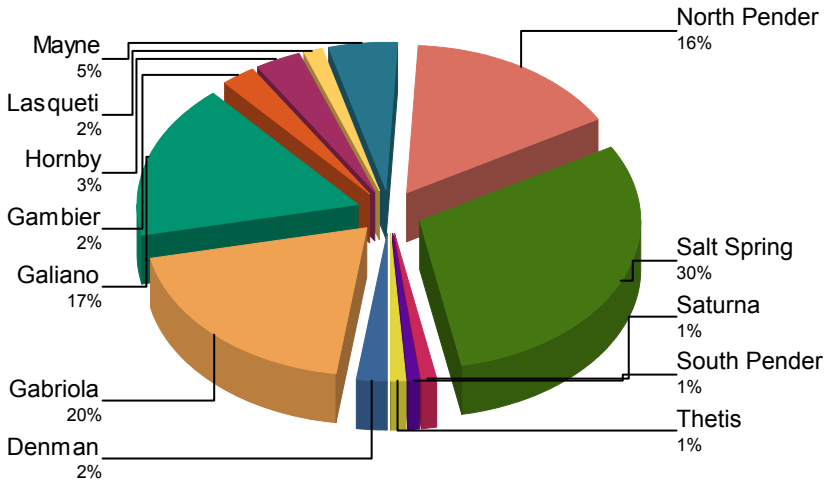
Islands Trust

Bylaw Enforcement - New Files as of December 31, 2019

Local Trust Area	2016		2017		2018		2019		2019 Q1		2019 Q2		2019 Q3		2019 Q4*	
	New	%	New	%	New	%	New	%	New	%	New	%	New	%	New	%
Denman	4	3%	7	4%	32	11%	6	2%	1	2%	1	1%	3	3%	1	2%
Gabriola	32	23%	27	16%	19	7%	52	20%	17	30%	15	22%	12	13%	8	16%
Galiano	19	13%	31	19%	24	9%	45	17%	6	11%	4	6%	28	30%	7	14%
Gambier	2	1%	4	2%	4	1%	6	2%	0	0%	1	1%	3	3%	2	4%
Hornby	9	6%	4	2%	10	4%	9	3%	1	2%	1	1%	6	6%	1	2%
Lasqueti	3	2%	1	1%	0	0%	4	2%	0	0%	0	0%	1	1%	3	6%
Mayne	6	4%	7	4%	23	8%	13	5%	3	5%	6	9%	2	2%	2	4%
North Pender	11	8%	22	13%	27	10%	42	16%	16	28%	12	18%	8	9%	6	12%
Saturna	2	1%	0	0%	8	3%	3	1%	0	0%	1	1%	1	1%	1	2%
South Pender	1	1%	0	0%	3	1%	2	1%	0	0%	1	1%	1	1%	0	0%
Salt Spring	48	34%	60	37%	126	45%	81	30%	12	21%	25	37%	27	29%	17	35%
Thetis	4	3%	1	1%	3	1%	3	1%	1	2%	0	0%	1	1%	1	2%
TOTAL	141	100%	164	100%	279	100%	266	100%	57	100%	67	100%	93	100%	49	100%

*2019 Q4 refers to the time that passed between the beginning of Q4 and December 31, 2019

New Files in 2019



Print Date: January 2, 2020

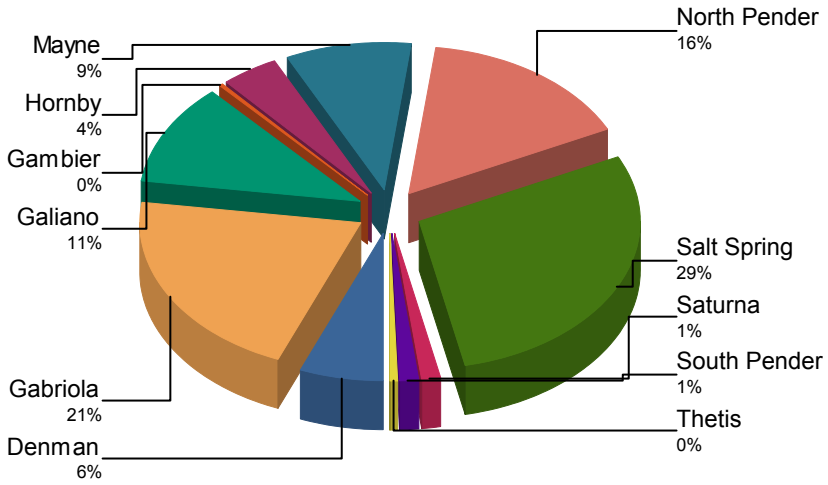
Islands Trust

Bylaw Enforcement - Closed Files as of December 31, 2019

Local Trust Area	2016		2017		2018		2019		2019 Q1		2019 Q2		2019 Q3		2019 Q4*	
	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%
Denman	10	6%	6	3%	18	8%	13	6%	1	6%	0	0%	7	14%	5	5%
Gabriola	39	22%	25	12%	26	12%	46	21%	2	13%	16	31%	7	14%	21	21%
Galiano	35	20%	42	20%	20	9%	24	11%	0	0%	9	17%	3	6%	12	12%
Gambier	9	5%	1	0%	2	1%	1	0%	1	6%	0	0%	0	0%	0	0%
Hornby	8	5%	6	3%	5	2%	9	4%	5	31%	1	2%	1	2%	2	2%
Lasqueti	2	1%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Mayne	8	5%	12	6%	12	5%	20	9%	2	13%	11	21%	5	10%	2	2%
North Pender	17	10%	37	18%	26	12%	34	16%	3	19%	10	19%	8	16%	13	13%
Saturna	0	0%	1	0%	5	2%	3	1%	1	6%	1	2%	0	0%	1	1%
South Pender	2	1%	0	0%	1	0%	3	1%	0	0%	0	0%	2	4%	1	1%
Salt Spring	42	24%	72	35%	101	46%	63	29%	1	6%	4	8%	15	31%	43	43%
Thetis	3	2%	2	1%	5	2%	1	0%	0	0%	0	0%	1	2%	0	0%
TOTAL	175	100%	205	100%	221	100%	217	100%	16	100%	52	100%	49	100%	100	100%

*2019 Q4 refers to the time that passed between the beginning of Q4 and December 31, 2019

Closed Files in 2019



Print Date: January 2, 2020

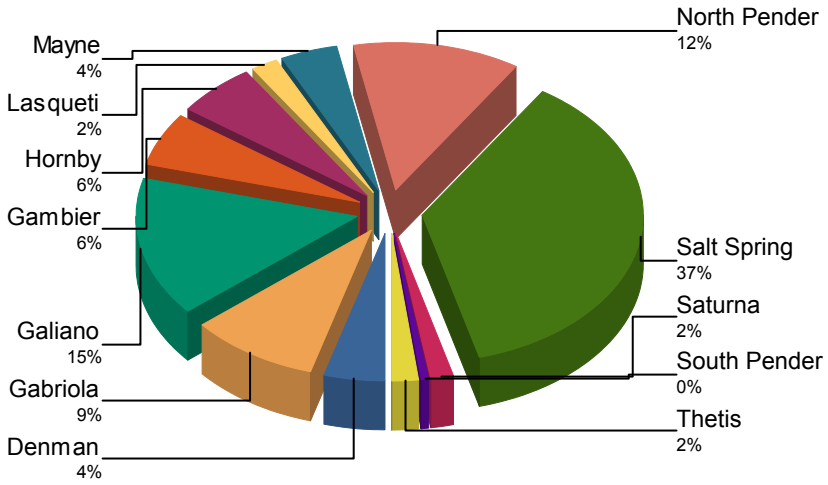
Islands Trust

Bylaw Enforcement - Open Files as of December 31, 2019

Local Trust Area	2016		2017		2018		2019		2019 Q1		2019 Q2		2019 Q3		2019 Q4*	
	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%
Denman	7	2%	8	3%	22	8%	15	4%	23	7%	17	5%	19	5%	15	4%
Gabriola	31	11%	33	14%	26	9%	32	9%	40	12%	39	11%	37	10%	32	9%
Galiano	53	19%	28	12%	30	11%	51	15%	31	9%	45	13%	60	16%	51	15%
Gambier	10	4%	13	6%	15	5%	20	6%	15	4%	16	5%	20	5%	20	6%
Hornby	17	6%	15	7%	20	7%	20	6%	16	5%	19	6%	20	5%	20	6%
Lasqueti	2	1%	2	1%	2	1%	6	2%	2	1%	3	1%	6	2%	6	2%
Mayne	15	5%	10	4%	21	7%	14	4%	17	5%	13	4%	15	4%	14	4%
North Pender	47	16%	32	14%	33	12%	41	12%	48	14%	47	14%	51	13%	41	12%
Saturna	3	1%	2	1%	5	2%	6	2%	4	1%	5	1%	5	1%	6	2%
South Pender	0	0%	0	0%	2	1%	1	0%	3	1%	1	0%	1	0%	1	0%
Salt Spring	92	32%	80	35%	104	36%	124	37%	136	40%	135	39%	140	37%	124	37%
Thetis	8	3%	7	3%	5	2%	7	2%	6	2%	5	1%	7	2%	7	2%
TOTAL	285	100%	230	100%	285	100%	337	100%	341	100%	345	100%	381	100%	337	100%

*2019 Q4 refers to the time that passed between the beginning of Q4 and December 31, 2019

Open Files in 2019



Print Date: January 2, 2020

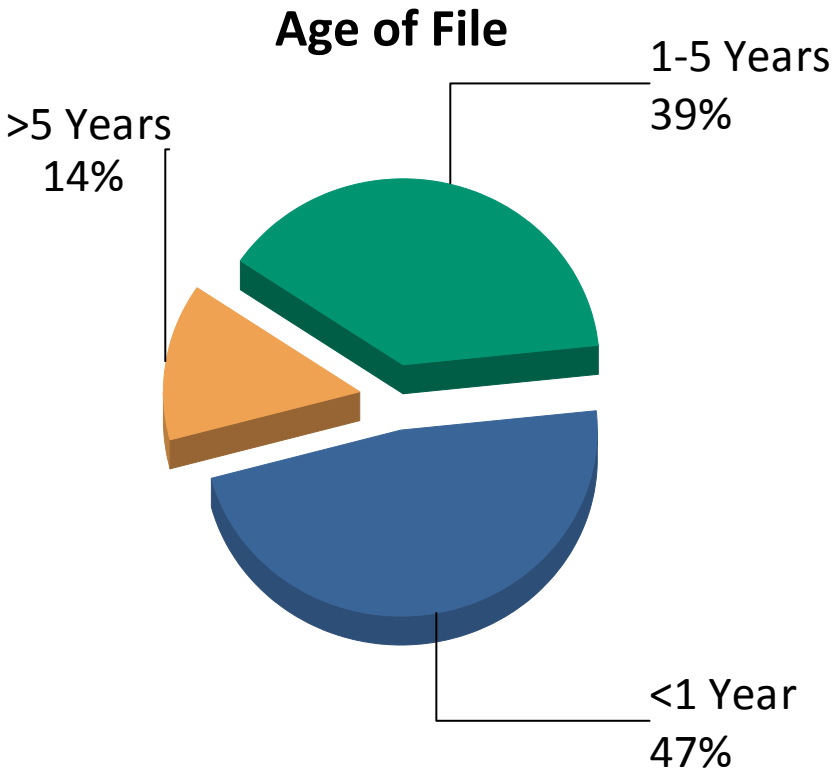
Islands Trust

Bylaw Enforcement Open Files by Violation Type as of December 31, 2019

	Violation Type											
LTC	Development Permit	Foreshore	Home Occupation	Siting	Soil Bylaw	STVR	Unenclosed Vehicle	Unlawful Dwelling	Density	Other Land Use	TOTALS	Percentage
Denman	3	0	0	1		7	0	2	0	2	15	4%
Ballenas-Winchelsea	0	0	0	0		0	0	0	0	0	0	0%
Gabriola	1	2	2	2		5	1	12	0	7	32	9%
Galiano	3	1	0	5		15	0	9	0	18	51	15%
Gambier	2	7	0	8		0	0	2	0	1	20	6%
Hornby	1	0	2	3		2	0	6	2	4	20	6%
Lasqueti		0	0	0		0		1	0	5	6	2%
Mayne	0	0	0	7		3		1	0	3	14	4%
North Pender	3	1	0	3		4	13	7	1	9	41	12%
Salt Spring	20	4	3	3	5	21	2	39	0	27	124	37%
Saturna	1	0	0	0		3	0	0	0	2	6	2%
South Pender	0	0	0	1		0	0	0	0	0	1	0%
Thetis		2	0	0		1	0	1	0	3	7	2%
TOTAL	34	17	7	33	5	61	16	80	3	81	337	100%
Percentage	10%	5%	2%	10%	1%	18%	5%	24%	1%	24%	100%	

Bylaw Enforcement
Length of Time Files Have Been Open
As Of December 31, 2019

Local Trust Area	<1 Year	1-5 Years	>5 Years	Total
Denman	3	8	4	15
Ballenas-Winchelsea	0	0	0	0
Gabriola	26	4	2	32
Galiano	30	15	6	51
Gambier	6	7	7	20
Hornby	5	7	8	20
Lasqueti	4	1	1	6
Mayne	6	8	0	14
North Pender	25	12	4	41
Salt Spring	48	62	14	124
Saturna	3	3	0	6
South Pender	1	0	0	1
Thetis	3	4	0	7
TOTAL	160	131	46	337
Percentage %	47%	39%	14%	



Print Date: January 2, 2020

Islands Trust

Print Date: February 21, 2020

Top Priorities Report

Trust Programs Committee

1. *Policy Statement Amendment*	Responsible	Dates
Implement Policy Statement engagement plan and project charter (in support of Strategic Plan strategies #10,16,22,23)	Clare Frater Dilani Hippola	Rec'd: 21-Jun-2017 Target: 14-Sep-2022

2. *Secretariat Function*	Responsible	Dates
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. ·Report to Trust Programs Committee on prior work to examine how to improve the delivery and integration of services	Clare Frater Dilani Hippola	Rec'd: 20-Jun-2018 Target: 21-May-2020

3. *Climate Change Data and Performance Indicators*	Responsible	Dates
Let a contract to scope out future project: Develop i) a set of climate change, demographic and environmental data and ii) performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaption efforts. (Strategic Plan strategy #12)	Clare Frater Dilani Hippola	Rec'd: 10-Feb-2020 Target: 13-Aug-2020

Islands Trust

Print Date: February 21, 2020

Projects Report

Trust Programs Committee

1. *Secretariat Function*	Responsible	Date Received
Provide funding to Baynes Sound Lambert Channel May 2020 forum (subject to budget approval) (to be delivered by WWF Canada) (in support of Strategic Plan strategy #21)		10-Feb-2020

2. *Stewardship Education Program*	Responsible	Date Received
Develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area. (Strategic Plan strategy #15) (subject to budget approval).		04-Dec-2019

3. *Update Crown Land Agreements*	Responsible	Date Received
Engage Bowen Island Municipality and the Province of B.C. in updating and consolidating existing agreements into one.		19-Jun-2014

ISLANDS TRUST CONSERVANCY

ISLANDS TRUST CONSERVANCY REPORT TO TRUST COUNCIL 4th Quarter 2019-2020

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
1. STRATEGIC PLANNING/ADMINISTRATION	
ITC Board elections held for Chair, Vice Chair and Financial Planning Committee Representative Donald Clarke appointed to the ITC Board by the Minister and orientation completed Fund Development Advisory Committee disbanded following submission of Fund Development Strategy to the ITC Board Assisted Local Planning Services to procure contract for CDF mapping Contracted climate change research and insights report for ITC land management Completed draft work plan for 2020	Draft procedure for ITC Land Securement Update ecosystem mapping on MapIT Continue consultations with Environment and Climate Change Canada to consider Section 11, Species at Risk Act Agreement Complete staff reviews Review ITC Vision Statement to better reflect and include Indigenous populations Review draft 2020 work plan to reflect ITC reconciliation declaration and finalize 2020 work plan
2. COVENANT AND PROPERTY ACQUISITIONS	
Continued investigation of Profit a Prendre as a tool for conservation Conducted site visit for one potential acquisition/covenant and reviewed one potential acquisition. Conservation Proposals have been requested for both properties to initiate ITC Board consideration.	Continue to negotiate seven covenants (S. Pender, Salt Spring (2), Keats, Thetis, and Lasqueti (2)) Continue to negotiate transfer of two properties: Sandy Beach Nature Reserve (Keats), Crystal Mountain (Galiano) Represent ITC on the Coastal Douglas-fir & Associated Ecosystems Conservation Partnership Steering Committee and Securement Committee
3. COVENANT AND PROPERTY MANAGEMENT	
Approved management plan for one nature reserve on Lasqueti Community engagement completed for three Denman Island management plans and two Salt Spring Island management plans Completed trail building on Fairyslipper Forest Nature Reserve on Thetis Island Issued consent letters for maintenance and improvement work in two covenant areas.	Complete management plan for three nature reserves on Denman and two nature reserves on Salt Spring Island; continue management planning for one nature reserve on Thetis Island Prepare for first year of staff led annual monitoring of 76 covenants and 29 nature reserves. Develop access, kiosk and informative panels for Fairyslipper Forest Nature Reserve on Thetis Island Attend the Salish Sea Ecosystem Conference

As of March 2020 the Islands Trust Conservancy protects 105 conservation properties, 29 nature reserves and 76 covenants (of which 25 have NAPTEP certificates)

3. COVENANT AND PROPERTY MANAGEMENT (CONT.)	
Implemented invasive species management in two nature reserves and nine covenant areas with help of contractor and local conservation partners Attended bimonthly meetings of the Capital Regional Invasive Species Partnership (CRISP) and participated in a training session for use of the provincial Invasive Alien Plant Program (IAPP) Database & Map Display	Support one landowner with planning an assessment of pond health on their covenant Attend bimonthly meetings of Capital Regional Invasive Species Partnership Continue participation in the Steering Committee for the Sidney Island Ecological Restoration Project Explore potential of iNaturalist for collection of biodiversity information for ITC conservation lands, with possible website integration.
4. COMMUNICATIONS AND OUTREACH	
Supported CBC story about Islands Trust Coastal Douglas-fir mapping project. News release procedures reviewed and updated. Two ITC E-news and one news release issued. Social media procedure developed in cooperation with Communications Specialist Restructured and began web content development; sourced images for a new website Completed first campaign (28 letters sent) for new landowner contact/outreach program	Finalize ITC landing page and continue to restructure and re-write web content and source images for a new website Develop outreach plan for 2020 in cooperation with Communications Specialist and IT Program Coordinator Plan and schedule ways to celebrate ITC's 30th Anniversary 2020 Develop a Coastal Douglas-fir Forest info sheet for each LTA and BIM, in collaboration with the Coastal Douglas-fir & Associated Ecosystems Conservation Partnership and Raincoast Conservation Foundation Complete outreach campaign focussing on conservation of mature and old forest throughout the Islands Trust Area.
5. FUNDRAISING AND CONSERVANCY SUPPORT	
Meetings with Planned Giving professional advisors initiated. Audited Planned Giving activities to date Fund development Strategy 2020 – 2025 approved by ITC Board	Develop Planned Giving (strategic charitable giving) action plan for 2020 Continue meetings with Planned Giving professional advisors.

As of March 2020 the Islands Trust Conservancy protects 105 conservation properties, 29 nature reserves and 76 covenants (of which 25 have NAPTEP certificates)

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 10-12, 2019
From:	Trust Area Services	**Date Prepared:**	February 18, 2019
SUBJECT:	Legislative Monitoring Report, February 2020		

PURPOSE: To provide Trust Council with a summary of past or proposed external regulatory changes that could directly affect Islands Trust operations, local trust committee/island municipality bylaws or regulations, or Strategic Plan projects, as well as information about resources and issues of interest.

Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.

BACKGROUND: The Legislative Monitoring Report was established in 2003 and has traditionally been presented to Trust Council every six months. In October 2019, the Executive Committee requested that the report be provided quarterly at each Trust Council meeting.

The attached legislative monitoring report includes:

- Planned legislation;
- Legislation in process;
- Legislation in effect;
- Court decisions;
- New resources; and
- Discussion/Planning/Conservancy and Advocacy topics;

The report does not track private members' bills, except if introduced by Islands Trust Area Members of Legislative Assembly or Members of Parliament.

The report is updated using a range of sources, including Union of British Columbia publications, the websites of the Legislative Assembly of BC and the Parliament of Canada, provincial and federal news releases, the Canada Gazette, and a variety of websites and RSS news feeds.

ATTACHMENT(S): Legislative Monitoring Report, February 2020

FOLLOW-UP: Staff will follow-up as requested. Staff will post the report to the website and provide to Bowen Island Municipal Council.

Prepared By: Dilani Hippola, A/Senior Policy Advisor, Trust Area Services

Reviewed By/Date: Clare Frater, Director, Trust Area Services, February 18, 2020

LEGISLATIVE MONITORING REPORT

February 2020

This document is intended to advise Trust Council about past or proposed external regulatory changes that could directly affect Islands Trust operations, local trust committee/island municipality bylaws or regulations, or Strategic Plan projects. The chart captures changes made in the last four months and is organized according to the following categories:

- **PLANNED LEGISLATION** – the intention to draft and pass new legislation is being developed and may be in a consultation or draft stage. No bill has been introduced to legislature/parliament yet.
- **LEGISLATION IN PROCESS** – a bill has been introduced to legislature/parliament and is awaiting Royal Assent, or Royal Assent has been issued but the new law or regulation has not come into force yet.
- **NEW LEGISLATION IN EFFECT –** legislation has received Royal Assent and any specified timeline for it to come in effect has occurred.
- **COURT DECISIONS** – a ruling from any level of court that affects the Islands Trust.
- **NEW RESOURCES** – publically available reports or websites that provide information relevant to Islands Trust work.
- **DISCUSSION, PLANNING, CONSERVANCY, and ADVOCACY TOPICS** – information related to topics of interest to Islands Trust.

PLANNED LEGISLATION	STATUS	BACKGROUND / KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Proposed *Aquaculture Act* and Regulations (Federal)	Ongoing. Public Consultation ran Mar 1 – Dec 21, 2019. "What We Heard" report is expected in early 2020. Public engagement is expected to resume in early 2020 to solicit further advice. Drafting of new bill expected in mid-to-late 2020 Royal Assent expected in 2022.	The proposed *Aquaculture Act* is expected to: • define the term aquaculture in legislation • recognize the need for clarity and stability for responsible economic growth of the aquaculture sector • ensure environmental protections enshrined in the *Fisheries Act* are included and specific to aquaculture • develop enforcement mechanisms specific to aquaculture • respect provincial and territorial jurisdictions • respect roles and responsibilities articulated in treaties and other rights reconciliation arrangements Highlights from proposed *Aquaculture Act* outline: • Zoning section would provide the authority to designate areas for the culturing of aquatic organisms, such as finfish, shellfish, and other aquatic plants • Regulations section would provide the authority to incorporate standards into regulations • Leases, licenses and fees section would specify authorities, conditions and fees for issuing and cancelling leases and licences • Environmental management section would provide the authorities and prohibitions related to fish habitat protection and the deposit of deleterious substances, as well as the authorities to require plans from industry to better assess impact of proposals • Sections outlining aquaculture-specific offences, punishment and enforcement powers	Jan 2018 Chair letter to Minister of DFO requesting ecosystem-based study of potential impacts of the Integrated Geoduck Management Framework 2017 on the health of the Salish Sea. 2018 UBCM resolution calling for DFO to conduct an ecosystem-based study of potential and cumulative impacts of increased geoduck clam aquaculture and consider increased monitoring and enforcement. Nov 2019 staff attendance at Baynes Sound/Lambert Channel Ecosystems Forum. Dec 2019 Chair letters to Ministers of DFO and FLNRORD requesting more resources for enforcement of shellfish regulations and tenure licenses.	Staff are working with WWF to co-sponsor Baynes Sound/Lambert Channel Ecosystems Forum in May 2020. The Province has responsibility for issuing tenures for aquaculture. Local governments have zoning authority. This generally does not include regulating anything covered through aquaculture licenses from DFO. Once the amendments are complete, a review should be undertaken to determine any necessary zoning amendments.

PLANNED LEGISLATION	STATUS	BACKGROUND / KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Proposed new residential flexibility for Agricultural Land Reserve (ALR) landowners	The Ministry of Agriculture outlined its proposal in a policy intentions paper released Jan 27, 2020. A technical review committee will further refine policy options until April 17, 2020. Grandfathering period for manufactured homes in the ALR for immediate family members extended to Dec. 31, 2020.	In order to support farmers and non-farmers living in the Agricultural Land Reserve (ALR), the Ministry of Agriculture is considering a change to regulations that will enable landowners in the ALR to have both a principal residence and a small secondary residence on their property, provided they have approval from their local government. In other words, there would be no required application to the ALC. Further, the province would not impose restrictions to require this secondary residence be a manufactured home, or be for an immediate family member, or be part of a farming plan. The primary use of ALR land is, and will continue to be, for agriculture. The Ministry has created a technical review committee that includes the Ministry of Agriculture, ALC, Ministry of Municipal Affairs and Housing, Union of BC Municipalities, and the BC Agriculture Council. As part of the technical review committee process, the Ministry also works directly with local governments from across British Columbia. Feedback is invited at: ALR_ALCRevitalization@gov.bc.ca (Send comments in advance of April 17, 2020, when the Technical Review Committee will be providing recommendations to the Minister.)	Currently, a second dwelling on ALR property is not permitted without Agricultural Land Commission (ALC) approval.	If adopted, this proposal would allow LTCs to zone for second dwellings, within the limits of the proposed legislative change, without needing to seek ALC approval. Trustees may wish to note that requirement for manufactured home registration has been extended to Dec. 31, 2020.

PLANNED LEGISLATION	STATUS	BACKGROUND / KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Proposed amendment to Schedule 1 (List of Wildlife Species at Risk) under the Federal Species at Risk Act (SARA)	Public consultations began in January 2020 and will run until May or October 2020 (depending on the species in question).	On October 9, 2019, the Committee on the Status of Endangered Wildlife in Canada (COSEWIC) submitted 56 assessments of species at risk to the federal Minister of the Environment. The federal government departments of Environment and Climate Change Canada and Fisheries and Oceans Canada are now launching public consultations on the potential amendment of Schedule 1, the List of Wildlife Species at Risk under the *Species at Risk Act* (SARA). Of particular interest is the listing of several Chinook populations as endangered or threatened. Many of these Chinook species occupy the waters of the Islands Trust Area and are the favored food of the Southern Resident Killer Whale. At the same time, Chinook diets feed heavily on sandlance and surf smelt, two forage fish that spawn on Islands Trust beaches and whose habitat ITC has been working to map.	Oct 2019 Chair letter to DFO Minister re call for moratorium on herring fishery (lists Chinook as critical to marine food web and SRKW). Nov 2016 Chair letter to federal Ministry of Environment and Climate Change Canada providing comment on federal government policies on implementation of SARA. 2016 Chair letter to BC Ministry of Environment re provincial SAR measures.	ITC staff will provide input on the potential amendments listed in Schedule 1, particularly on listings of Chinook species. ITC and TAS staff will consider recommending an advocacy letter from the Chair highlighting the importance of Chinook to marine food webs in the Trust Area.

PLANNED LEGISLATION	STATUS	BACKGROUND / KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Provincial Species and Ecosystems at Risk Legislation	On hold. Anticipated 2020 SAR legislation is off the table, confirmed by Ministry of Environment with no details as to why or when/if it will be reintroduced.	The Ministry of Environment and Climate Change had begun the process of developing legislation for protecting and recovering species at risk in BC and had begun an active consultation process until work was put on hold in 2019. BC staff working in this area are waiting for further direction. ITC staff are monitoring. A Species and Ecosystems at Risk (SEAR) Local Government Working Group (LGWG), established in Fall 2009, consisted of representatives from municipal, regional and provincial governments, and the Union of British Columbia Municipalities (UBCM). A jointly prepared discussion paper was completed in January 2011. In 2016, the Working Group struck a SEAR Charter Advisory Committee to help develop a SEAR Charter between the province and local governments to provide greater clarity on roles and responsibilities of both parties. The Charter was expected to compliment the anticipated provincial SAR legislation. Consultation with local governments on a draft Charter began in May 2018. If the process resumes, it is expected that local governments will be asked to sign on to the Charter.	Islands Trust Staff participate in the provincial Species and Ecosystems at Risk (SEAR) Local Government Working Group (LGWG). 2016 Chair letter to BC Ministry of Environment regarding provincial SAR measures.	Staff attending Spring/Summer 2020 SEAR LGWG webinars on topics including: • "Understanding the federal *Species at Risk Act* (SARA), critical habitat screening and the *Migratory Birds Convention Act* (MBCA)" • "Bat Friendly Communities" • "Federal Ecological Gifts Program"

PLANNED LEGISLATION	STATUS	BACKGROUND / KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Proposed changes to hunting regulations that affect the Gulf Islands.	Decision statement pending. Public consultation closed on January 19, 2020.	• Closure of Salt Spring Island General Open Season for Ravens: this proposed regulatory change would remove the opportunity to hunt raven on Salt Spring Island (private lands). Farmers could still apply for a nuisance permit in cases where there is a need to hunt raven for the protection of property/livestock. • Change Mule Deer (antlerless and any buck) Seasons on Denman and Hornby Island: this proposed regulatory change would add approximately one more month to the mule deer hunting season for both islands (from Oct 5 – Dec 10 to Sept 10 – Dec 10). The intention would be to increase hunting opportunities, reduce the need for early season deer kill permits, and reduce regulatory complexity. There are reportedly no conservation concerns for deer on these islands. Rather, a reduction in overabundant deer populations may help ecosystems to recover. • Implement Mule Deer Bow Only Season on all islands in the Trust Area (excepting Bowen Island Municipality and Gambier Island Local Trust Area): this proposed regulatory change would establish a bow only season for mule deer hunting from Aug 25 – Sept 9. As there was previously no bow only season in these areas, this change lengthens the hunting season on these islands.		Staff will continue to monitor the passage of the legislation and any impacts to Islands Trust.

PLANNED LEGISLATION	STATUS	BACKGROUND / KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Review of *Marine Liability Act*	Early invitation to AVICC Members to discuss the current ship-source oil pollution liability and compensation regime.	Transport Canada has advised they will be launching a review of the *Marine Liability Act* which covers compensation for victims of ship-source oil pollution. An email from Marc-Yves Bertin, Director General of Marine Policy notes that: "as part of the reconsideration of the Trans Mountain Pipeline expansion, the Canada Energy Regulator (formerly the National Energy Board) recommended that we review the ship-source oil spill compensation regime to consider a broader scope of eligible claims. As a result, we are preparing to talk to coastal communities and other interested stakeholders throughout Canada." Transport Canada is open to meeting and discussing the current ship-source oil pollution liability and compensation regime with AVICC Members. Interested Members are asked to contact MarineLiability-ResponsabiliteMaritime@tc.gc.ca.	Apr 2019 Chair submission to Roberts Bank Terminal 2 Project Review Panel. Oct. 2018 Chair submission to Transport Canada re: Transport Canada's Strengthening Marine Environmental Protection and Response Potential Legislative Amendments Discussion Paper.	Staff will continue to monitor.

LEGISLATION IN PROCESS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Bill 15 - *Agricultural Land Commission Amendment Act, 2019*	Royal Assent given on May 30, 2019. Pending development of regulations to come into force.	Bill 15 restores some of the legal protections for the BC Agricultural Land Reserve (ALR) that were lost under the previous BC Liberal government in 2004. It proposes to remove regional panels, giving a province-wide Agricultural Land Commission (ALC) the power to determine what happens on ALR lands for the first time since the early 2000s. Regional panels were previously criticized for: • delegating ALC powers to other government agencies including the Oil and Gas Commission; • inconsistent decisions between regions, resulting in a lack of provincial consistency and oversight; and • susceptibility to regional political pressures to remove land. Proposed new powers under Bill 15: • Province-wide ALC with "administrative regions" that has at least one commissioner from each region to ensure representation; • ALC Chair could strike a regional or expert panel to assess applications; • Removal of the ability of individual landowners to apply to exclude their land from the ALR. Applications would need to go through the area's local government or First Nation. The government suggests this will better integrate requests into local planning. This option exists in the current Act but Bill 15 removes the option for landowners to deal with the ALC and their local government or First Nation separately; • ALC itself can apply to remove land from the ALR; • requires the ALC to prioritize "protecting and enhancing the size, integrity and continuity" of the ALR and its use for farming; and, • improves the ALC's enforcement powers.	Currently, a landowner must make two separate applications to remove land from the ALR: one to the ALC, and one to the local government. <u>Fees</u> Currently, Islands Trust charges $1,500 for an exclusion request. The ALC keeps $1,200 and Islands Trust keeps $300. The ALC sets the fee structure, not Islands Trust. Islands Trust had one exclusion request in the last three years, on Salt Spring Island, which was not supported by the Local Trust Committee. If Bill 15 comes into force and the ALC does not change the fee structure, Islands Trust will likely be required to pay the $1,200 fee for an exclusion request unless it is part of a rezoning application.	Staff will continue to monitor developments on Bill 15 regulations and fee structures.

LEGISLATION IN PROCESS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Bill 28 - *Zero-Emission Vehicles Act*	Royal Assent given on May 30, 2019. Pending development of regulations to come into force.	Bill 28 sets into law the zero-emission vehicle mandate that was announced in Fall 2018 as part of the Clean BC economic agenda. It further outlines a credit/debit system, similar to what exists in California, in that it will allow new vehicle car dealers to meet the provincial compliance targets. In particular, the bill legislates that: "(a) in 2025 and in each subsequent year, at least 10% of all new light-duty motor vehicles sold or leased in British Columbia must be zero-emission vehicles; (b) in 2030 and in each subsequent year, at least 30% of all new light-duty motor vehicles sold or leased in British Columbia must be zero-emission vehicles; (c) in 2040 and in each subsequent year, 100% of all new light-duty motor vehicles sold or leased in British Columbia must be zero-emission vehicles."		LTCs and BIM could establish parking standards for uses, including requiring number and design of parking stalls for EVs. Update bylaws to specify number of parking stalls for EV's. Advocate with BC Ferries to designate electric car parking and charging facilities at terminals.

LEGISLATION IN PROCESS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Bill 14 - *Heritage Conservation Amendment Act*, 2019	Royal assent given May 30, 2019. Pending development of regulations to come into force.	Amendments to the *Heritage Conservation Act*, mean greater protection for areas with heritage and archeological values in the province. Under the proposed changes: • people will be legally required to report discoveries of specified sites or objects with potential heritage value; • a person may be required to obtain and pay for a heritage inspection or investigation prior to obtaining a permit to alter a heritage site in some circumstances. For example, if a person wants to alter a site to develop land, but there is little or no information about the site, they may be required to complete archeological studies to gather required information; • the ministry will have enhanced powers to refuse, amend, suspend and cancel permits; and • compliance and enforcement tools will be improved. The amendments also bring BC's heritage legislation into alignment with other jurisdictions. While changes to reporting requirements will come into effect through regulation, expected within the next year, the remainder of the changes came into effect when the bill received royal assent. Local governments have separate powers for heritage protection under s.15 of the *Local Government Act*. This section is not impacted by the new legislation.	Does not affect local planning. Planning staff already advise landowners of the process if potential archeology site in the area.	No current action planned.

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Bill 41 – *Declaration on the Rights of Indigenous Peoples Act, 2019*	Royal Assent given Nov 26, 2019.	The legislation states that "the government must take all measures necessary to ensure the laws of British Columbia are consistent with" United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). To achieve this, it sets in place a requirement that the Province prepare and implement an action plan, in consultation and collaboration with Indigenous Peoples. To ensure progress and accountability, it also requires the Province to file an annual report outlining progress that has been made towards achieving the goals of the action plan.	In Mar 2019, Islands Trust Council passed a First Nations Reconciliation Declaration and has prioritized reconciliation efforts in its 2018-2022 Strategic Plan and the Reconciliation Action Plan. In July 2019, the Islands Trust Conservancy Board passed a First Nations Reconciliation Declaration.	Staff will continue to monitor the legislation and any impacts to Islands Trust.
Bill 38 – *Climate Change Accountability Amendment Act, 2019*	Royal Assent given Nov 28, 2019	Amendments introduced intend to strengthen the Act by mandating annual reporting requirements on reduction of carbon emissions by the BC Government and public sector organizations (Crown corporations, school districts, health authorities, etc). Progress will be assessed by an independent body of experts established by the Province. The government released its 2019 Climate Change Accountability Report for CleanBC in Feb 2020.	Islands Trust is committed to the actions agreed to under the BC Climate Action Charter. The Islands Trust reports annually on its carbon emissions via the Climate Action Revenue Incentives Report and its Greenhouse Gas Emissions report.	Staff will continue to monitor.
BC Building Code Amendments - Changes to Design and Construction Requirements for Secondary Suites	Approved. Will apply to building permit applications on or after December 12, 2019.	Previous BC Building Code limited secondary suites to a floor area of not more than 90 square metres and a floor space of less than 40% of the habitable building space; suites also had to be located within a building of residential occupancy containing only one other dwelling unit and located in and part of a building which was considered a single real estate entity. The changes (effective Dec 12, 2019) redefine a secondary suite as a "self-contained dwelling unit located within a building or portion of a building"; the new codes remove the floor area limitations, allow for common spaces and require complete fire separation between units.	LTCs and BIM may have regulations regarding size of secondary suites. The proposed Act change will lift building code limitations, providing more freedom to LTCs/BIM to establish different sizes for secondary suites.	LTCs/BIM may wish to review their secondary suite regulations and amend as required.

COURT DECISIONS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
		No court decisions affecting Islands Trust identified this quarter.		

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Addressing Abandoned Vessels, Marine Debris and Marine-Sourced Plastics in B.C.	Progress Report released Nov 2019. "What we Heard" report released in February 2020.	In April 2019, Premier Horgan asked Sheila Malcolmson, MLA for Nanaimo, Special Advisor for Marine Debris Protection and Parliamentary Secretary for Environment to find solutions to the issues of abandoned vessels, marine debris, and marine-sourced plastics. Malcolmson will present her findings and recommendations to the Minister of Environment and Climate Change Strategy, to help develop an action plan. In order to fully understand the gaps, barriers and opportunities, Malcolmson met with interested parties affected by marine debris during the summer and early fall of 2019. These groups included coastal governments, Indigenous Nations, industry, and environmental organizations.	Trustee Rogers will attend the Howe Sound Vessels of Concern / Marine Debris workshop led by Howe Sound BRI on Feb 28, 2020 (speakers from Transport Canada will be present). Feb 2020 - Chair letter to DFO expressing support for Dead Boats Disposal Society application for ghost gear funding. July 2019 – Staff spoke extensively with Ministry staff and provided history of past advocacy. 2017 – Islands Trust resolution to UBCM on preventing Polystyrene Foam Pollution in the Marine Environment.	Staff will continue to monitor.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Federal Court of Appeals Ruling on Trans Mountain Pipeline Expansion Project	On Feb 4, 2020, the Federal Court of Appeal rejected claims from several First Nations in BC that the Government of Canada failed to adequately consult First Nations on TMX expansion.	In a 3-0 decision, the Federal Court of Appeals rejected four challenges from First Nations in British Columbia who claimed that federal officials failed to adequately consult them on the proposed Trans Mountain Pipeline Expansion, removing the final major barrier hanging over the long-delayed project. The decision also sought to establish a firm line against Indigenous claims that they should have a veto over major natural resource projects deemed to be in the public interest. The judges ruled that "reconciliation does not dictate any particular substantive outcome" on a given resource project. They wrote that requiring a "perfect" level of consultation would in turn create a kind of de facto veto on major projects, and said First Nations "cannot tactically use the consultation process as a means to try to veto it."	In March 2019, Islands Trust Council unanimously passed the First Nations Reconciliation Declaration and has prioritized reconciliation efforts in its 2018-2022 Strategic Plan. At its June 18, 2019 meeting on Galiano Island, the Islands Trust Council expressed its disappointment on learning that the Federal Government planned to continue with the Trans Mountain Pipeline expansion project. Substantial advocacy since 2011.	Staff will continue to monitor impacts on First Nations relations.
BC Hydro and Clean BC Rebates for EV Charging Stations	Rebates available until March 31, 2020	BC Hydro and CleanBC are offering up to $4M in rebates to buy and install electric vehicle (EV) charging stations at home and at work. Homeowners can get a $350 provincial rebate and a $2,000 rebate is available for condominiums, apartments and workplaces.		
Joint UBCM-Provincial Short Term Rental (STR) Committee	Committee will run November 2019 to April 2020	A new provincial – UBCM advisory group will provide the province with policy options to strengthen the regulation of short-term rentals. The committee will outline key considerations and ideas for the Province and local governments for potential STR related policy options to support STR strategies.	Multiple LTCs and Bowen Island Municipality regulate short-term rentals.	Chair Luckham and Vice-Chair Rogers will represent Islands Trust Council.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
BC Coastal Ferry Vision Engagement	Public engagement open Feb 2 – Mar 20.	The government intends to develop a broad provincial vision to ensure the right ferry services are in place in the future. The visioning process may include exploring additional ways of connecting coastal communities, such as: supplementing current services with passenger-only ferries; expanding transportation choices; and innovations to reduce greenhouse gas emissions. Between October and November 2019, the Province engaged with more than 130 stakeholders in seven communities throughout coastal BC. A Pre-Engagement Regional Forums Summary of Feedback report was posted online in February 2020.	The Minister of Transportation and Infrastructure hosted five community meetings in early November 2019 to gather feedback on ferry services, which some Trustees attended. Jan 2020 Chair letter re BC Ferries planning – active transportation and electrification.	Staff will continue to monitor.
CleanBC Climate Preparedness and Adaptation Strategy	Public engagement Nov 7, 2019 – Jan 10, 2020. "What We Heard" report to be released early 2020. Additional opportunities for public input expected in early 2020.	The Province is in the process of developing a Climate Preparedness and Adaptation Strategy to prepare for and respond to the impacts of climate change. In response to record wildfires, extreme weather, increased drought and more frequent flooding, BC is looking to develop policies and programs to support climate resilient communities. The strategy is expected to be finalized in late 2020.	Islands Trust declared a climate emergency in March 2019 and identified climate change as a key pillar in its 2018-2022 Strategic Plan. Nov 2019 Chair letter re request for greater support for solar energy in rural and remote communities.	Islands Trust has proposed a climate action focussed budget for 2020/21 and will work to apply a climate lens to the Policy Statement Amendment Project, OCPs, and LUBs.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
BC Expert Panel on the Future of Housing Supply & Affordability	Public engagement open from Jan 22 – Apr 3, 2020.	The Province hosted conversations about housing with the provincial government on topics like rental housing, poverty reduction, money laundering in real estate and accessibility. The themes from those public engagements are available to the panel. This Expert Panel is specifically looking at housing supply. The Expert Panel will be meeting with local governments, housing experts, and stakeholders in Spring 2020. Ways to provide feedback: 1. Private citizens are encouraged to complete the online feedback form. 2. Organizations and groups can complete the online feedback form or make a 5-page written submission (see written submission guidelines) and send it to: experthousingpanel@gov.bc.ca		
Trail Strategy Review for British Columbia	Public engagement open Jan 13 – Feb 28, 2020.	Managed by a Provincial Trails Advisory Body (PTAB), the Trail Strategy for B.C. is a collaboration of provincial agencies, recreation organizations, local governments, land users, First Nations, and others from across the province. In 2019, the PTAB, in collaborations with Recreation Sites and Trails B.C., began a process to complete a formal review of the Trails Strategy for B.C. to ensure the continued relevance and importance of the Trails Strategy to recreationists, communities, First Nations, tourism proponents and the province as a whole.		

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
BC Old Growth Strategic Review	Public engagement Oct 23, 2019 – Jan 31, 2020. "What we Heard" report expected in Spring 2020.	In July 2019, the Government of British Columbia announced that an independent, two-person panel had been appointed as part of an Old Growth Strategic Review, to undertake public engagement on old growth and provide a report to the Minister of Forests, Lands, Natural Resource Operations and Rural Development. Garry Merkel (professional forester, natural resource expert and member of the Tahltan Nation) and Al Gorley (professional forester and former chair of the Forest Practices Board) will report back to government in spring 2020 with recommendations expected to inform a new approach to old-growth management in British Columbia.		

Trust Area Services Report
Quarter 4: December -March
Prepared on: February 18, 2020

General:

Trust Area Services completed a hiring process and is very pleased to welcome Dilani Hippola as Senior Policy Advisor. In February, staff supported a Trust Program Committee meeting.

Islands 2050 (Policy Statement Amendment) project:

The Islands 2050: The Future of the Trust Area project has been the primary focus of Trust Area Services this quarter. The project's activities are documented separately in an Islands 2050 briefing in the March 2020 Trust Council agenda package.

Advocacy:

Staff supported the Islands Trust Chair with the following letters:

Advocacy Letters:

- **Request for Greater Support for Solar Energy in Rural and Remote Communities**: Letter to the Honourable Michelle Mungall, Minister of Energy, Mines and Petroleum Resources, requesting a financial incentive program for hybrid solar photovoltaic systems with batteries for community buildings in rural and remote communities.
- **Request for Additional Resources for Enforcement of Shellfish Aquaculture Regulations:** Letter to the Honourable Bernadette Jordan, Minister of Fisheries and Oceans, and the Canadian Coast Guard, requesting that more resources be dedicated to enforcement of aquaculture regulations with the aim of reducing the amount of aquaculture refuse in the marine environment and clearly marking tenure boundaries.
- **Request for More Resources for Enforcement of Aquaculture Tenure Licences**: Letter to the Honourable Doug Donaldson, Minister of Forests, Lands, Natural Resource Operations and Rural Development, requesting that more resources be allocated to ensuring that aquaculture tenure requirements can be enforced effectively.
- **Support for Atl'ka7tsem/Howe Sound being designated an UNESCO Biosphere Reserve:** Letter to the Chair of the Howe Sound Biosphere Region Initiative in support of Atl'ka7tsem/Howe Sound becoming a United Nations Educational, Scientific and Cultural Organization (UNESCO) Biosphere Reserve.
- **Reconciliation and the Islands Trust Policy Statement**: Letter to the Honourable Scott Fraser, Minister of Indigenous Relations and Reconciliation following meeting with Islands Trust

- **Input to Help B.C. Prepare for Climate Change:** Letter to The Honourable George Heyman, Minister of Environment and Climate Change Strategy, outlining Islands Trust's contribution to the development of a new strategy that will better prepare B.C. communities for the impacts of climate change.

- **BC Ferries Planning – Active Transportation and Electrification**: Letter to the Honourable Claire Trevena, Minister of Transportation and Infrastructure, to request that the Province of BC's direction for planning for BC Ferries integrate British Columbia's Active Transportation Strategy and ferry electrification

Thank-You Letters were sent to the following people following the December 2019 Trust Council Meeting:

- **Salt Spring Solutions and the Salt Spring Island Housing Council** who presented on challenges that Trust Area community members are having in finding affordable, safe housing, and how affordable housing solutions can also address greenhouse gas emissions.
- **Gulf Islands Alliance** who presented views to inform Islands Trust's Policy Statement Amendment Project.
- **Raincoast Conservation Foundation** who provided information on its project to characterize the current state of forests with the Coastal Douglas-Fir biogeoclimactic zone and tools to protect forest health and promote resilience.
- **Parks Canada** who presented on the proposed National Marine Conservation Area Reserve (NMCAR) for the Southern Strait of Georgia.
- **Bill Adsit** for attending the Trust Council presentation "Gathering to Learn about the Past, Residential Schools"

Congratulatory Letters were sent to the following new appointees, informing them about Islands Trust and extending invitations to visit the Trust Area:

- **The Honourable Jonathan Wilkinson**, on his re-election and appointment as Minister of Environment and Climate Change.
- **Patrick Weiler,** on his recent election as Member of Parliament representing West Vancouver-Sunshine Coast-Sea to Sky Country.
- **Paul Manly,** on his re-election as Member of Parliament representing Nanaimo-Ladysmith.
- **The Right Honourable Justin Trudeau,** on his re-election as Prime Minister of Canada.
- **The Honourable Marc Garneau,** on his re-election and re-appointment as federal Minister of Transport.

Communications:

Communications Planning Our current Communications Specialist joined us in the middle of November. She is doing an audit of current communications tools and tactics will be developing a "living document" communications plan. It will include a social media strategy and branding; engagement related communications; reconciliation communications; an editorial calendar; and communications plan templates for campaigns, projects and annual events such as budgeting. .

Website Rebuild: The website rebuild project is behind schedule but progressing well. The new website will feature a document library for PDF documents. It has taken longer than expected to determine the structure of the website filing system and to evaluate which of the 4300 PDFs on the current website should move to the new site and to rename and tag the PDFs that will be available through the new site. The challenges with this aspect of the project have now been largely resolved. Trust Area Services staff are working in partnership with all departments to develop content for the new website using website writing best practices. The design, structure and functionality of the new website is quite different that the existing site which means that much of the existing content needs re-writing and that most pages need images assigned. This is providing an opportunity to weave Conservancy and reconciliation-related content throughout the site. In the last quarter, staff provided feedback and on and approved designs for the Conservancy and Local Trust Area landing pages, as well as the document calendar and meeting calendar pages. In the coming months, staff will be working with the contractor on the test site and developing application forms, as well as continuing to write and develop new pages. Staff will provide a short presentation about the new website at the March Trust Council meeting.

Budget 2020/21: Created and implemented a budget survey and promoted the initiative. The number of survey responses increased by over 300% compared to last year. The overwhelming number of responses was likely due to climate change being the budget focus, the survey being shorter, establishment of an Islands Trust Facebook account and a dedicated effort to request that island groups share out the survey post.

News Releases: Five news released have been distributed over the past quarter:

- October 30, 2019 - December 2019 Islands Trust Council Program Announced
- December 16, 2019- Denman Island Local Trust Committee Takes Legal Action Against Short-Term Vacation Rental
- December 20, 2019 – Islands Trust Council Approves Strategic Plan
- February 4, 2020 - March 2020 Islands Trust Council Program Announced
- February 24 - Islands Trust Seeks Input on its Draft 2020/21 Budget - Islands Trust focused on funding climate action

Social Media:

Currently social media is being done on a "have need" basis. A social media strategy will be implemented when the website content is complete, and will be an important tool for promoting the new website.

Tax Notice Insert:
In August 2019, the Islands Trust learned that the Islands Trust was eligible to include a Rural Tax Notice Insert in the mailing of Rural Property Tax Notices by the Ministry of Finance. Staff prepared a draft for review by Financial Planning Committee and will be incorporating feedback into a final insert for inclusion in the next tax notice. The notice will not go to Bowen residents. The Province will print the black and white notice on yellow legal-sized paper. For many residents, this will be the first information they receive directly from the Islands Trust so the notice will include general information about the Islands Trust and the Trust Area as well as information on the 2020/21 budget and the Natural Area Protection Tax Exemption Program.

Support to Local Planning Services and Bylaw Enforcement: Trust Area Services staff continued to provide support to local trust committees, Local Planning Services and Bylaw Enforcement staff in regards to communications needs. We have been working in partnership to develop the new website pages for these departments.

Legislative Monitoring:

As requested by the Executive Committee, staff have transitioned to preparing quarterly legislative monitoring reports. Staff provided time-sensitive items to the Executive Committee and prepared a report for Trust Council.

Indicators:

Staff updated and finalized the State of the Islands report for Trust Programs Committee. The report was approved and posted to the Islands Trust website.

TRUSTEE SPONSORED REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 10, 2020
From:	Jane Wolverton, Local Trustee Galiano Island	**Date Prepared:**	February 10, 2020

SUBJECT: **Redress of Historical Wrongs Against Japanese Canadians in BC**

RECOMMENDATION:

That Islands Trust Council request the Chair to send a letter of support to the Premier of British Columbia for redress of historical wrongs against Japanese Canadians.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: A letter of support would signal that Trust Council is concerned about historical wrongs against Japanese Canadians. While this is not a Strategic Plan item, the staff time to undertake this would have minimal impact.

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1 PURPOSE:

To seek direction from Trust Council requesting the Chair to send a letter of support for redress of historical wrongs against Japanese Canadians to the Government of British Columbia.

2 BACKGROUND:

It is difficult to get accurate information on the numbers of Japanese Canadians living in the Southern Gulf Islands up to 1942 but in Canada 22,000 were interned during World War II. The Southern Gulf Islands were home to a thriving Japanese-Canadian community prior to 1942. They played a significant role in the agriculture, fishing and logging industries until their removal from Salt Spring, Galiano and Mayne Islands to Hastings Park in Vancouver on April 21st, 1942.

Japanese Canadians from along the coast were herded like cattle to a sorting compound at the Hastings Park livestock buildings in Vancouver where conditions were barbaric and degrading. Many families were separated as men were sent to work camps in the Rocky Mountains. Women and children were left to cope with these inhuman conditions and uncertainties. Men who opposed being separated from their families were sent to prisoner-of-war camps in Ontario. Internment centres were hurriedly created in the interior of BC. Hundreds of poorly built shacks became home to thousands of internees. The Japanese were only allowed to take with them what they could carry. They left their houses, vehicles, and other possessions behind. Many of these were ransacked from the empty houses. The rest was quickly auctioned off by the government for a small fraction of its worth.

After the war, Japanese Canadians were not allowed to return to the coast until April 1949. Prior to 1949, the government gave them two options - either move to other parts of Canada east of the Rockies or be deported to Japan.

Mayne Island - On Mayne Island before the Second World War, one-third of the population was Japanese. During the Depression when jobs were scarce, Japanese prosperity was not appreciated.

The Japanese-Canadian community on Mayne Island participated in the island's economics and society from the turn of the 20th century until World War II. The community had close ties to the European-Canadian population throughout the Gulf Islands and was involved in major initiatives such as greenhouse farming. In 1942, the Japanese Canadians living on Mayne Island were interned by the government and eventually resettled in New Denver, for the duration of World War II.

The Japanese were not welcomed back to the Gulf Islands, as Mayne Island's Marie Elliott reported (in More Tales from the Outer Gulf Islands, p. 182), "Many of the Mayne Island Japanese wished to regain their land or purchase from other owners. (The Soldier Settlement Board had bought Japanese properties and sold them to returning veterans.) But by that time a curious reluctance to allow the Japanese back had taken hold. No one wanted to be first to sell to them. Many of the families would never return to the island." Today, the Japanese Gardens, near Dinner Bay, are dedicated to the memory and legacy of the Mayne Island's Japanese-Canadian community

Galiano Island – The Japanese Canadians operated fish canneries and salteries at the north end of Galiano along with Charcoal pit kilns for the production of charcoal for Steveston canneries and Victoria soap production. They also were involved in logging on Galiano. The North End Hall, that was a school house for many years, lists the names of the students in the school. Up to 1942 there were many Japanese names listed. When the Charcoal Pit Kiln and interpretive sign in the Bluffs were "opened" by former Lieutenant Governor Iona Campagnolo in 2010, she recalled, from her childhood on Galiano, her Japanese playmates who disappeared in 1942. At that opening many Japanese Canadians attended. For some it was their first trip back to Galiano since 1942.

Salt Spring Island – In 1939, on the eve of World War II, there were seventy-seven Japanese Canadians living on Salt Spring. One Japanese family farm of six acres grew asparagus and strawberries of such high quality that they often supplied the Empress Hotel in Victoria. They also kept 5,000 chickens, selling the eggs to Mouat's store in Ganges, which then sold them to Victoria. Other crops grown on Salt Spring included tomatoes, bog rhubarb and snow peas. In about 1940, the Japanese families on the island contributed with money and labour to the extension of the Consolidated School in Ganges.

The wartime experience was extremely painful to Japanese Canadians. Few ever returned to the B.C. coast… But they had nothing to return to anyway, since in 1943 their houses and all their belongings had been seized and sold off without their consent by government agents, acting on orders-in-council made under the provisions of the War Measures Act. Only one Salt Spring family returned to the island and stayed.

Information taken from:

- *More Tales from the Outer Gulf Islands, p. 182 Marie Elliott*
- *Excerpts from "Salt Spring: The Story of an Island" by Charles Kahn (Harbour Publishing, 1998)*
- *Wikipedia*

I have linked the larger report on the recommendations that the Japanese Canadian community is requesting, as well as a document with excerpts that may be useful for Trust Council to consider as part of this Request for Decision.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Trust Area Services staff time to research and write a letter for the Chair's signature as recommended, and then to send and post to the website. This is estimated to require a half a day of staff time.

FINANCIAL:
No financial implications.

POLICY:
No policy implications.

IMPLEMENTATION/COMMUNICATIONS:
Draft letter as recommended and distribute as per Chair and Executive Committee Correspondence Policy (7.4.ii)

FIRST NATIONS:
No direct implications, but Trust Council may want to ensure that such support does not come at the expense of acknowledgement of Indigenous Peoples who were forcibly removed and have not been acknowledged at this time.

OTHER:
No other implications.

4 RELEVANT POLICY(S):
No relevant policies.

5 ATTACHMENT(S):
1. Excerpts from "Recommendations for Redressing Historical Wrongs Against Japanese Canadians in BC – Community Consultation Report – October 2019."
2. Link to "Recommendations for Redressing Historical Wrongs Against Japanese Canadians in BC – Community Consultation Report – October 2019."

RESPONSE OPTIONS

Recommendation:
That Islands Trust Council request the Chair to send a letter of support the Premier of British Columbia. for redress of historical wrongs against Japanese Canadians.

Alternative:
That Islands Trust Council not send a letter of support for redress of historical wrongs against Japanese Canadians in BC.

Prepared By: David Marlor, MCIP, RPP, Director, Local Planning Services

Reviewed By/Date: Lisa Wilcox, Senior Intergovernmental Policy Advisor
Executive Committee/February 14, 2020
Jane Wolverton, Galiano Island Local Trustee/February 14, 2020
Executive Committee/February 26, 2020

Excerpts from "Recommendations for Redressing Historical Wrongs Against Japanese Canadians in BC – Community Consultation Report – October, 2019

"For the Issei, Nisei, and Sansei . . .
especially those who fell through the cracks,
those whose life stories will rarely or never be told,
those whose bodies, minds, and spirits never recovered from
the poison inflicted by hatred and racist political agendas,
those who died while interned or in the east
before returning to their homes on the west coast,
and those who never heard the words of a government apology . . .
and for the generations who follow . . ."

With support from the British Columbia (BC) Government, the National Association of Japanese Canadians (NAJC) coordinated an extensive consultation process consisting of community meetings in nine locations in BC, virtual community consultations, an online survey, and written submissions from individuals and organizations in the Japanese Canadian community. The consultations were conducted between April and September 2019. All participants were asked to respond to the following question:

> What should the Government of BC do to redress its history of racial discrimination and unjust actions that devastated the Japanese Canadian community?

The following five themes emerged from the community consultations, ranked in order of importance:

1. **Enhance Public School Education in British Columbia.** Japanese Canadian history should be embedded in the mandatory core public elementary and high school curricula and be available online. Professional development opportunities should be available for teachers at all grade levels on the Japanese Canadian experience. Academic grants should be established for research and the development of teaching tools and a digital library on Japanese Canadian history.

2. **Take Concrete Steps to Combat Racism and Discrimination.** We encourage the BC Government to create an independent body to review and assess the BC Government's existing anti-racism strategy in consultation with affected communities and service providers. The independent body should also develop and coordinate BC-based anti-racism programs, services, and education resources, as well as developing policies to counter growing incidents of hate-motivated actions and speech.

3. **Raise Public Awareness through Memorialization.** Funding should be provided to sustain the maintenance and operations of new and existing museums (especially the Nikkei National Museum), historic sites, and monuments, and to reclaim historic community spaces. To further reinforce memorialization, an official commemorative day should be established to celebrate the franchise and free movement granted . to Japanese Canadians in 1949, accompanied by the construction of a physical memorial.
4. **Create a Japanese Canadian Community Legacy Fund.** Establish a fund administered by the Japanese Canadian community to support community development programs, activities, and needs such as: seniors' care and housing, community wellness and healing programs, community gathering programs to rebuild fragile communities, scholarships for post-secondary students of Japanese Canadian descent, and anti-hate initiatives.

5. **Deliver a Formal Apology Acknowledging the BC Government's Role.** We seek a formal acknowledgement of the wrongs committed by former BC Governments that led to the injustices faced by Japanese Canadians who suffered in mind, body, and spirit, and a sincere apology to those surviving Japanese Canadians directly affected by the injustices of incarceration, forced displacement, dispossession, and exile. The apology should be delivered by the BC Premier in the Provincial Legislature and the wording developed in consultation with the Japanese Canadian community.

REQUEST FOR DECISION

To:	Islands Trust Council	**For the Meeting of:**	December 3-5, 2019
From:	Trust Programs Committee	**Date Prepared:**	November 6, 2019
SUBJECT:	**Amendments to Islands Trust Community Stewardship Awards Program**		

RECOMMENDATION: That the Islands Trust Council amend Policy 2.1.11 Administration of the Community Stewardship Awards Program dated March 7, 2003 with the revised Policy 2.1.11 Administration of the Community Stewardship Awards Program dated December 5, 2019.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The proposed policy changes respond to issues that arose during the recent delivery of the program and are consistent with Trust Council's commitment to Reconciliation.

1. **PURPOSE:** To provide Trust Council with recommended amendments to Policy 2.1.11 -- Administration of the Community Stewardship Awards Program.

2. **BACKGROUND:** In 2002, Trust Council initiated an annual awards program designed to recognize individuals and organizations that are pursuing actions in the islands that have made a significant contribution towards the Object of the Islands Trust. Policy 2.1.11 was established in December 2003. Since the program began, seven updates of the policy and/or nomination form have occurred with the last update occurring on December 7, 2016.

   In October and November 2019, the Trust Programs Committee reviewed and recommended the attached amendments to the policy and nomination form. These amendments are based on feedback received during the 2019 Community Stewardship Award Program's process. The following issues were identified, resulting in the proposed amendments to the policy and nomination form (see Attachments A and B):

   I. **Issue** – the current eligibility criteria does not exclude nominees if they are subject to a current bylaw enforcement action. The intention of the program is to recognize leaders that support the mandate of the Islands Trust; however, this intention is undermined if a nominee is subject to an open bylaw enforcement action.

      Proposed Amendment – add a clause under the 'Nomination Eligibility' section of the policy to exclude nominees from eligibility if they are subject to an open bylaw enforcement action and define what an open bylaw enforcement action means.

   II. **Issue** – the current policy makes no reference to excluding self-nominations by individuals, businesses, or groups for a Community Stewardship Award. The intention of the program is for the community to recognize individuals, businesses, or groups. Self-nominations may not

be reflecting the feelings of the community if the nominee has not been nominated by someone from the community.

Proposed Amendment – add a clause under the 'Nomination Eligibility' section of the policy to exclude self-nominations from eligibility for a Community Stewardship Award.

III. **Issue** – On March 14, 2019, Islands Trust unanimously adopted a First Nation's Reconciliation Declaration; however, prior to 2019, the nomination process did not include consideration of a nominated project or work's impact on First Nations. The intention of the proposed amendments to the policy and nomination form are to better align the Community Stewardship Award with the ongoing commitment of Islands Trust to establish and maintain mutually respectful relationships between Indigenous and non-indigenous peoples.

Proposed Amendments – In the Policy, include:

- under the 'Nomination Eligibility' section, add that the program is open to First Nation communities or organizations";
- under the 'Nomination Process' section, add "reconciliation" as a category for which an individual or organization can be nominated;

In the Nomination Form, include:

- in the opening paragraph, add that the program recognizes "First Nation communities or organizations";
- in the opening paragraph, change the language to clarify that the award is to recognize those that enhance the community or environment in a manner consistent with the mandate; and
- add three questions, focused on the nominee's work or project's support of Reconciliation, incorporating traditional First Nations knowledge, and connection to First Nations communities or Indigenous peoples.

3. IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL: Adopting the proposed amendments to the Community Stewardship Awards Program's policy and nomination form will address the identified issues and bring the program into greater alignment with the newly adopted Climate Change Emergency and First Nations Reconciliation Declaration's.

FINANCIAL: No financial implications.

POLICY: The recommendation will amend Islands Trust Community Stewardship Awards Program - Policy 2.1.11.

IMPLEMENTATION/COMMUNICATIONS: The revised policy will be circulated to holders of the Islands Trust Policy Manual and placed on the Islands Trust website. It will also be reviewed with all staff who are responsible for administering the Community Stewardship Award program. Staff will update the Community Stewardship Award Program Administration Procedure for the Operations Manual. Communication of the changes be publicized when the next iteration of the Community Stewardship Awards Program is launched.

FIRST NATIONS: Strengthens intention of Reconciliation Declaration since multiple questions on the Nomination Form would be updated to ensure alignment with the Reconciliation Declaration.

OTHER: None.

4. RELEVANT POLICY(S): Policy 2.1.11

5. ATTACHMENT(S):

A. Islands Trust Community Stewardship Awards Program – Policy 2.1.11
B. Islands Trust Community Stewardship Awards Program – Nomination Form

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RESPONSE OPTIONS

Recommendation: That the Islands Trust Council amend Policy 2.1.11 Administration of the Community Stewardship Awards Program dated March 7, 2003 with the revised Policy 2.1.11 Administration of the Community Stewardship Awards Program dated December 5, 2019.

Alternative:

1) That different revisions to Policy 2.1.11 Administration of Community Stewardship Awards Program be adopted.

2) That Policy 2.1.11 Administration of Community Stewardship Awards Program not be amended at this time.

Prepared By: Lesley Valour, A/Sr. Policy Advisor

Reviewed By/Date: Clare Frater, Director, Trust Area Services, November 1, 2019
Russ Hotsenpiller, CAO, November 14, 2019

Policy:	2.1.11
Approved By:	Trust Council
Approval Date:	March 7, 2003
Amendment Dates(s):	December 5, 2003; September 16, 2005; December 8, 2006; March 11, 2009; September 16, 2009; September 10, 2014; December 7, 2016; December 5, 2019
Policy Holder:	Director of Trust Area Services

ADMINISTRATION OF THE COMMUNITY STEWARDSHIP AWARDS PROGRAM

Purpose

1. To define policies that will ensure a fair and effective Community Stewardship Awards program in accordance with related policies of the Islands Trust Council.

2. To provide an opportunity for the Islands Trust to proactively and positively engage island communities in promoting stewardship within the Trust Area.

Definitions

Not applicable.

Policy Intention

1. The Islands Trust Council ~~will~~ has established an Islands Trust Community Stewardship Awards Program to recognize and encourage the actions of individuals and organizations that support the mandate of the Islands Trust.

2. The Islands Trust Council ~~will~~ offers the Community Stewardship Awards program every two years, on odd-numbered years.

3. The Trust Programs Committee of Trust Council ~~will be~~is responsible for initiating the Islands Trust Community Stewardship Awards Program in the first quarter of an odd-numbered year.

Nomination Eligibility

1. The program ~~will be~~ is open to any individual, First Nation community or organization, school (or classroom), community group, non-profit or business entity that has demonstrated efforts to enhance a community or its environment in the Trust Area in a manner consistent with the mandate of the Islands Trust. A nominee does not need to live on an Islands Trust island to qualify for nomination.

~~1.~~2. A nominee who is subject to an open bylaw enforcement action is not eligible to be nominated as an individual nominee. An open bylaw enforcement action means that their property is under investigation for non-compliance with an existing bylaw(s) for their local trust area. This may also include non-payment of a fine(s) and/or that they may be subject to a court order requiring compliance.

3. A nominee cannot self-nominate themselves, a business, or a committee/organization to which they belong. This policy is not intended to discourage nominations for broad community-type nominations from individuals who are part of that community, e.g. an Island resident, or a First Nation community or band.

~~2.~~4. Current staff members, contractors, and trustees are not eligible as an individual nominee and only become eligible twenty-four months after receiving final payment from the Islands Trust.

~~3.~~5. Organizations are not eligible as nominees if current staff members, contractors or trustees played a leadership role in the organization during the implementation of the nominated project or work.

~~4.~~6. Organizations that provide goods or services to the Islands Trust are eligible so long as the nominated project did not receive payment from the Islands Trust.

~~5.~~7. Projects that have received support from the Trust Conservancy Board are eligible if the value of the Islands Trust Conservancy cash and in-kind support is less than 50% of the project's budget.

~~6.~~8. Nominations can relate to either a single project, or to work carried out over a period of time.

~~7.~~9. At the time of nomination, the project or work must be ongoing or must have been completed within the previous twenty-four months.

~~8.~~10. Nominations must be received by the deadline established by the Islands Trust. Nominations submitted after the deadline will not be accepted unless the delay is due to a technical or logistical error on the part of the Islands Trust.

Nomination Process

1. Nominations will be invited under the categories of individuals, organizations, or additional. The 'additional' category may include, but is not limited to awards for enduring achievement, reconciliation, climate change (adaptation and/or mitigation), youth, or posthumous recognition.

2. Members of the public and other agencies may nominate individuals or organizations.

3. Each nominator may make one nomination per category every two years.

4. All nominators will be required to fill out the Islands Trust Community Stewardship Awards Nomination Form.

5. Each individual or organization nominated for an award must indicate acceptance of the nomination by signing the nomination form, or by sending an email accepting the nomination and confirm the information provided in their nomination form is accurate.

6. After the close of nominations, each nominee will receive a letter from the Islands Trust Chair recognizing their nomination.

Nomination Evaluation

1. In May of odd-numbered years, the Trust Programs Committee will evaluate and recommend award recipients to Trust Council for up to two awards in each of the individual and organizational categories, and for up to two additional awards in those or other categories while considering:

    1.1 the confidential comments provided by local trustees; and
    1.2 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;
    - community support;
    - time and effort; and
    - ongoing public service.

2. In June of odd-numbered years, the Islands Trust Council will decide upon the Community Stewardship Award recipients while considering the items above, as well as the Trust Programs Committee's recommendations.

3. Nominations will be evaluated based on the information in the nomination form. Letters of support or other supporting materials will not be part of the evaluation.

Award Presentation

1. Local trust committees and/or island municipalities will present the awards to the recipients. If an Islands Trust Council meeting is scheduled on an island in September, the local trust committee may choose instead to present the award(s) at that meeting.

2. The Awards will consist of framed certificates and/or small mementoes that represent the unique nature of the Islands Trust Area and, where practical, are constituted from products distinct to the Islands Trust Area.

Program Costs and Fees

1. The cost for each award will not exceed $100.

2. Local trust committees may use up to $100 from their local trust committee budgets to cover the costs of a public presentation ceremony.

Legislated References

1. Islands Trust Policy Statement, Part II - The Islands Trust Object and its meaning

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

2. Islands Trust Council Policy 6.5.3 Purchasing Procedure.

3. Islands Trust Policy 6.1.1 First Nations Engagement.

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

Attachment: Nomination Form

Islands Trust Community Stewardship Awards

Nomination Form

Deadline for submission: **[INCLUDE DATE AND TIME].**

Trust Council uses the Community Stewardship Awards Program to recognize any individual, First Nation community or organization, school (or classroom), community group, non-profit or business entity that has demonstrated efforts to enhance a community or its environment in the Trust Area in a manner consistent with the mandate of the Islands Trust. A nominee does not need to live on an Islands Trust island to qualify for nomination.

Instructions: Please ensure that you have read the Frequently Asked Questions document before nominating a potential candidate, and ensure that your nominee has agreed to be nominated.

Nominator Information

Name of Nominator or Nominating Organization:	
Contact person for Nominating Organization (if applicable):	
Address:	
Phone Number:	
Email:	

Nominee Information

Name of project or accomplishment:	
Name of Nominee or Nominated Organization:	
Contact person for Nominated Organization (if applicable):	
Address:	
Phone Number:	
Email:	

Acceptance of Nomination

The nominee or representative of a nominated organization should sign below to accept the nomination and to confirm the information provided is accurate. Alternatively, if this form is submitted via email, the nominee may send an email to: csa@islandstrust.bc.ca to accept the nomination and to confirm the information provided is accurate.

Signature:	Date:

Project Description
Please provide the following information about the nominated individual, project and/or body of work.

1. What was/is the overall purpose of the project or body of work?

Please describe the activities and events of the project or body of work, including the timeline. Provide details about who was involved in the project—planning, promoting and funding it. (250 words max)

2. Describe how the individual, project and/or body of work relates to the preserve and protect object of the Islands Trust:

How did the project or body of work encourage activities consistent with the mandate of the Islands Trust as outlined in the Islands Trust Policy Statement? (e.g. did the work protect, enhance or restore the natural environment? Did the work support the protection and conservation of cultural, sacred, or archaeological areas?) (150 words max)

3. Describe the benefits of the project to community or the regional Islands Trust Area.

Describe how the project was or will be meaningful and lasting to the local community, or to the entire Islands Trust Area. Who benefits? How much? How long will the benefits last? (150 words max)

4. Describe how the nominee collaborated with others.

How did the nominee collaborate with others and broaden support for the project? How many people were involved in the project or body of work? Did the nominee share knowledge and create learning for the community and others? (150 words max)

5. Describe how the project or body of work was particularly innovative.

How did the project or body of work create new ways of doing things or develop new solutions? Was there innovation in the degree or type of community participation? (150 words max)

6. Describe the degree to which the community supported and became involved in the project or body of work.

How broadly did members of the community support the project or body of work, and become involved in it to achieve success? Did the nominee build community connections and reach out to those who might not be natural supporters of the project or body of work? (150 words max)

7. If the project or body of work addresses climate change, describe how the project or body of work prepares your community to adapt or mitigate to climate change. (150 words max)

8. How or did the project or body of work support Reconciliation or raise awareness of Reconciliation within the community. (150 words max)

9. How or did the project or body of work incorporate understanding about, or enhance education of, Indigenous Traditional Knowledge regarding stewardship. (150 words max)

10. Is or did the project or body of work connect or reach out to First Nations communities or Indigenous Peoples within the Islands Trust Area. (150 words max)

We recommend that you keep a record of your nomination.

Submit by email to csa@islandstrust.bc.ca. You may also submit by fax to (250) 405-5155, or by mail to:

Community Stewardship Awards
Islands Trust
200-1627 Fort Street
Victoria BC V8R 1H8

***Collection Notice**: Personal information contained on this form is collected under the authority of the Local Government Act and is subject to the Freedom of Information and Protection of Privacy Act. The personal information will be used for purposes associated with the 2019 Community Stewardship Awards program.*

Enquiries about the collection or use of information in this form can be directed to Carmen Thiel, Legislative Services Manager at 250-405-5188.

BRIEFING

To:	Trust Council	**For the Meeting of:**	February 10th, 2020
From:	Trust Area Services	**Date Prepared:**	February 26, 2020
SUBJECT:	Update - Islands 2050: The Future of the Trust Area		

PURPOSE: To provide an update to Trust Council on the Islands 2050 engagement project.

BACKGROUND:

Trust Council's Policy Statement Amendment Policy (1.2.i) states that each term, Trust Council will identify Policy Statement review and/or amendment tasks.

The Islands Trust Council has assigned the Executive Committee, with involvement from Trust Programs Committee as appropriate, to co-ordinate update of the Policy Statement. Council has directed that this update include:

- Update to the Introduction, Part 1, Part 2 and Schedule 1 - Definitions sections;
- Addition of climate change mitigation, resilience, and adaptation policies to Parts 3, 4 and 5;
- Addition of a definition of 'affordability';
- Addition of vision, goal and objectives for affordable housing;
- Greater profile for affordable housing in its role in sustainable communities; and
- Addition of a reference to affordable housing in policy direction to LTCs and municipalities.

In accordance with Trust Council's Policy Statement Amendment Policy, in March 2019, the Executive Committee adopted an engagement plan and project charter to guide the amendment process. To reflect the change in scope to the project and to support increased time for engagement with First Nations, the Executive Committee endorsed a revised project charter on February 26, 2019 (see attached). Trust Programs Committee had recommended that Executive Committee endorse the revised project charter which extends the project to the end of the 2018-2022 term and increases the budget by $30,000.

To inform potential amendments and to raise awareness and understanding of the Policy Statement, Staff launched the Islands 2050: The Future of the Trust Area engagement on September 6, 2019 via news release with the intention to gather information and insight from residents and non-residents about their concerns and vision for the next 30 years in the Trust Area. Multiple approaches have been undertaken to seek input on this project which are outlined below, along with updates on key project components.

The approach is one of openhearted engagement. The engagements offer a genuine opportunity to better understand the visions, including hopes and concerns, which individuals and communities have for the future of the Islands Trust Area. Discussions are framed through the "preserve and protect" Object of the Islands Trust with acknowledgement that the Islands Trust is within the traditional and treaty territories of Coast Salish Peoples, and that Policy Statement policies and principles need to uphold the Islands Trust Reconciliation Declaration.

Reporting on engagement feedback to date:
Staff will be analyzing all public feedback (online, in-person and correspondence) and preparing a report to Trust Programs Committee in May 2020 and Trust Council in June 2020 as well as a report back to the public in June 2020. As input is received from First Nations staff will be providing it to Trust Programs Committee and Trust Council and analysis will also occur, as appropriate. Attached to this report (for illustrative purposes only) are some automated reports from Thought Exchange. Staff will be undertaking much deeper analysis to inform future themes and will await First Nations engagements prior to drafting amendments.

First Nations Engagement:
Staff have reached out to First Nations governments through correspondence, phone calls, and email and outlined potential methods of engagement on the Policy Statement. At this time, staff have worked to strengthen relationships with First Nations leadership and with interagency representatives. Islands Trust staff have been working closely with Ministry of Indigenous Relations and Reconciliation (MIRR) staff by meeting with them in the last quarter to discuss how to meaningfully engage and to work more closely with MIRR on the Policy Statement amendment process.

Meaningful engagement depends upon processes and policies that are transparent, allow for participation and cooperation with First Nations governments and meet a high threshold when impacts, decisions, or processes could impact known archaeological sites, registered archaeological sites, sites with archaeological potential, burial sites, village sites, cultural sites, sacred sites, or other sites used for gathering, resource, and traditional use. It will be important to ensure that policies and processes adopted within the Islands Trust Area do not further alienate or infringe on Section 35 rights of First Nations community members who have outlined their Statement of Intent area within the Islands Trust area.

Various meetings were held with First Nations governments to outline how the Policy Statement aligns with the work of Bill 41 - *Declaration on the Rights of Indigenous Peoples Act, 2019*. The landscape of reconciliation is continually changing and this requires staff to adapt and be reflective of how First Nations would like to engage regarding the Policy Statement. Staff began meetings with First Nations in January 2020.

Public Engagement:
The primary goals of this engagement have been to seek input, increase knowledge and awareness of Islands Trust. The engagement sessions inform participants on a range of topics, such as local and regional current conditions and future issues within the Trust Area, and inform them of the Policy Statement Amendment Project. The two primary methods of face-to-face engagement have been open houses/vision booths and booths on BC Ferries. While all events achieve the goal of improving the community's knowledge of Islands Trust, the engagement events with group discussions provided an opportunity for staff to gain a high level of input.

The face-to-face events were centered on 14 storyboards that provide information on the Policy Statement, the amendment project, climate change, local and regional context, and First Nations and Reconciliation information. The storyboards are informed by the State of the Islands 2016 report and other information developed to inform and support the Policy Statement Amendment process.

Islands 2050 Open Houses and Vision Booths:

Date	Local Trust Area/ Bowen Island	Venue	Participants	Engagement methods	Promotion methods
Tues, Sept. 10th, 2019,	Gambier Island LTA	John Braithwaite Centre, North Vancouver,	23	Open House with Storyboards and Group Discussions	Subscriber Notice, Trustee Email List, Posters
Fri, Sept 13th – Sun, Sept 15th, 2019,	Salt Spring Island LTA	Salt Spring Island Fall Fair	78	Vision Booth	Subscriber Notice
Mon, Sept 16th, 2019	Bowen Island Municipality	Bowen Island Public Library	36	Open House with Storyboards	Bowen Undercurrent Ad, Bowen Under Current Article, Posters, Bowen Island Municipality's Facebook Page, BC Ferry Rides (x2), Trust Council Advertisement
Mon, Sept 30th, 2019	Galiano Island LTA	Lions Club Hall	64	Open House with Storyboards and Group Discussions	Subscriber Notice (x2), Facebook Event, Poster Distribution, Trustee Email List
Mon, Oct 7th, 2019	Mayne Island LTA	Mayne Island Agriculture Hall	50	Open House with storyboards and Presentation	Subscriber Notice (x2), Facebook Event, Poster Distribution, Trustee Email List
Thurs, Oct 17th, 2019	Gabriola Island LTA	Gabriola Arts and Heritage Centre	22	Open House with Storyboards and Group Discussions	Subscriber Notice (x2), Facebook Event, Gabriola Sounder Ad, Trustee Email List
Mon, Oct 28th, 2019	Hornby Island LTA	Hornby Island Community Centre	47	Open House with Storyboards and Group Discussions	Subscriber Notice (x2) Facebook Event, The Islands Grapevine – Insert, Trustee Email List, Poster Distribution, Hornby Tribune Ad
Tues, Oct 29th, 2019	Denman Island LTA	Denman Island Community Centre	21	Open House with Storyboards, Q and A, and Group Discussions	Subscriber Notice (x2) Facebook Event, The Islands Grapevine – Insert, Poster Distribution
Tues, Nov 19th, 2019	Salt Spring Island LTA	Piers Island Fire Hall	21	Open House with Storyboards	Email to all residents through on islands organizations
Thurs, Nov 21st, 2019	Lasqueti Island LTA	Lasqueti Island Community Centre	17	Open House with Storyboards and Group Discussions	Subscriber Notice, Trustee Email List, Posters, Isle and Times - Ad

Mon, Nov. 25th, 2019,	Thetis Island LTA	Thetis Island Annex Elementary School	24	Open House with Storyboards and Group Discussions	Subscriber Notice (x2) Facebook Event, Facebook Ad, Mail out, Poster Distribution
Wed, Nov 27th, 2019	North Pender / South Pender LTA's	Anglican Church, 4703 Canal Rd, Pender Island	16	Open House with Storyboards and Group Discussions	Subscriber Notice (x2) Facebook Event, Facebook Ad, 1460 Letters of Mail, Household Mailbox – Flyer Distribution, Poster Distribution
Fri, Nov 29th, 2019	Salt Spring Island LTA	Rainbow Road Indoor Pool	55	Vision Booth	Subscriber Notice, Facebook Event, Facebook Ad
Sat, Nov 30th, 2019	Saturna Island LTA	Holiday Market – Recreation Centre	26	Vision Booth	Subscriber Notice, Facebook Event, Posters
Fri, Dec 6th, 2019	Galiano Island LTA	DayStar Market	29	Vision Booth	Subscriber Notice, Facebook Event, Trustee Email List
Fri, Dec 13th, 2019	Salt Spring Island LTA	Rainbow Road Indoor Pool	28	Vision Booth	Subscriber Notice, Facebook Event, Facebook Ad
Totals to Date:	**16 days of Events**	**13 LTA's and BIM**	**557 people**	**11 Open Houses and 5 Vision Booths**	**Additional promotion for all events:** Islands 2050: The Future of the Trust Area Whiteboard Animated Video and Facebook Ad, Website Landing Page Pop Up, Website Event page, Project Page.

Islands 2050 booths on BC Ferries:

Date	Local Trust Area/Bowen Island	Ferry Route	Conversations with People	People looking at Storyboards and other materials
Mon, Sept. 9th	Bowen Island Municipality	Snug Cove – Horseshoe Bay	25	26
Tues, Sept 10th	Bowen Island Municipality	Snug Cove – Horseshoe Bay	45	30
Fri, Sept 20th	Salt Spring Island LTA	Fulford Harbour – Swartz Bay	15	22
Fri, Sept 27th	Saturna Island LTA, Mayne Island LTA, and Galiano Island LTA	Gulf Islands Ferry – Swartz Bay	10	8
Thurs, Oct. 3rd, 2019	North Pender LTA and Mayne Island LTA	Gulf Island Ferry – Swartz Bay	17	33
Thurs, Oct. 10th, 2019	Gabriola Island LTA	Nanaimo – Gabriola	10	22
Fri, Nov 22nd, 2019	Thetis Island LTA	Thetis - Chemainus	10	8
Total to Date:	**8 LTA's and BIM**	**7 days of Events**	**132**	**149**

In addition, a mail out was sent out 2619 property owners on associated islands and within Ballenas-Winchelsea LTA to notify them about the project and how to engage in the process.

Promotion:
Staff developed a brand for the Islands 2050 engagement project and promoted the project through the following promotional materials/methods (different methods used in different regions):

- Islands 2050: The Future of the Trust Area whiteboard animated video
- Facebook events that can be shared by trustees
- Email subscriber notices
- Pop up on Islands website landing page
- Project webpage
- Facebook ads
- Facebook events
- Local Trustee email lists
- Posters distributed on islands prior to events
- Mail outs
- Printed ads in newspapers and magazines
- Rack cards

NB: Promotion of some events in September was delayed due to a vacancy in the Communications Specialist position.

Correspondence:

In June 2019, the CAO wrote to all First Nations in the Trust Area to advise them of the project.

In August 2019, the Islands Trust Chair wrote to the Minister of Municipal Affairs and Housing regarding the Islands 2050 project and received an encouraging reply in October.

In October 2019, the Islands Trust Chair wrote a thank you letter to BC Ferries for their support of Islands 2050.The opportunity to have booths on the ferries provided staff with a unique opportunity to

speak with local residents and visitors to the Islands Trust Area about this project. Access to ferry routes will continue until the projects end.

Staff have received less than five letters from members of the public relating to the engagement. These letters and any additional letters received will be provided to Trust Council with the final engagement report.

Online Engagement:
Staff launched the Islands Trust Facebook account softly at the beginning of September coinciding with Islands 2050 launching. Facebook has helped inform and encourage people to participate by promoting individual open houses, vision booths and ferry ride events, the Islands 2050 video and Thought Exchange questions.

The Islands Trust website has been a useful tool to promote the project and the community engagements. When users arrive on the Islands Trust landing page, on the lower-right hand side of the screen a pop up appears with "Join the conversation: Islands 2050 – Learn more" on it. Since September 6th 2019, more than 2000 users click on the pop up where they end up on the Islands 2050 page which introduces the project through a range of ways. The website page provides links to news releases, past letters, and thought exchange questions. The page also provides information and graphics on how will users input be used, First Nations impact, and project activities so far. The page also links to upcoming events and the Islands 2050 video.

As part of the online engagement, staff has provided two questions for members of the public to answer using the program called Thought Exchange. The two questions staff asked are:

1) What are you values for the Trust Wide Area?
2) In the context of a changing climate, what concerns do you have for the region over the next 30 years?

Thought Exchange is an online tool that allows participants to undertake an iterative process to provide their thoughts on specific questions (limited to 145 characters). Thoughts from others are then shared (anonymously) and participants have the opportunity to rank these thoughts in terms of importance. The process collects demographics and island profiles. **The Thought Exchange questions have received over 789 participants, 1269 thoughts, and 24,257 ratings.** The campaign was extended from December 7th, 2019 to December 30th, 2019 and then changed to January 31st, 2020 to continue to spread the word about the project. During that time, the project generated an additional 448 participants, 702 thoughts, and 13,033 ratings.

The short white-board animated video called Islands 2050: The Future of the Trust Area has had 331 views on YouTube and 1744 views on Facebook despite uploading the video late in the engagement process.

Intergovernmental advisory group:
As requested by the Ministry of Municipal Affairs and Housing the project has an inter-ministry advisory group comprised of a representatives of the Ministry of Municipal Affairs and Housing, the Ministry of Indigenous Relations and Reconciliation, the Ministry of Environment and Climate Change Strategy and the Ministry of Forests, Lands and Natural Resource Operations and Rural Development. Staff will keep the advisory group members up to date with the project's progress reports via emails and phone calls. As stated above, staff have been working closely with MIRR to arrange meetings with Nations and presentations to staff and trustees. Staff have not heard concerns from the Ministry of Environment and Climate Change Strategy or the Ministry of Municipal Affairs and Housing.

Budget:
The project currently has a $60,000 budget. The project has incurred more than $36,000 in expenses to date and staff expect that $15,000 will be carried over from this fiscal budget (2019/20) into next year's fiscal budget (2020/21). Trust Council has included $45,000 in the proposed budget for 2020/21 for a total project budget of $90,000.

ATTACHMENT(S):

1) Policy Statement Amendment Project –Project Charter, V2
2) Sample automated reports re online Islands 2050 public engagement (preliminary and for illustrative purposes only)

FOLLOW-UP: Staff will continue to deliver the project under the guidance of the Executive Committee and Trust Programs Committee. Staff will be developing communications materials to report the public engagement findings publically.

Prepared By: Clare Frater, Director Trust Area Services /February 18, 2020
Gillian Nicol, Program Coordinator, Trust Area Services
Lisa Wilcox, Sr. Intergovernmental Policy Advisor

Reviewed By/Date: Russ Hotsenpiller, CAO/February 20, 2020
Executive Committee, February 27, 2020

Policy Statement Amendment Project- Project Charter V2

Purpose To support a Policy Statement Amendment process that encompasses First Nations and public engagement and that leads to a bylaw approved by Trust Council and the Minister.

Background Trust Council has assigned Executive Committee, with involvement from Trust Programs Committee as appropriate, to coordinate a review of the Policy Statement, specifically the Introduction, Part I, Part II and Schedule 1 - Definitions sections, and climate and housing policies, and to undertake meaningful engagement with First Nations in the process. With the project in progress, the 2020/21 budget will be used for engagement with First Nations, public engagement, referrals to agencies/First Nations, and legal review.

Objectives

- Updated preamble and definitions
- Acknowledgement of First Nations treaty and traditional territory/TRC/ UNDRIP principles
- Addition of climate and housing policies and other topics raised by First Nations
- Engagement with First Nations on policy amendments
- Re-familiarization of all parties and public with amendment processes

In Scope

- FN/community engagement / intergovernmental advisory group
- Policy analysis
- Drafting
- Legal review
- Referral process and public input
- 1st/2nd /3rd/4th Readings by Trust Council
- Refer to Minister
- Implementation plan

Out of Scope

- Treaty or territorial negotiations
- Consequential amendments to OCPs and LUBs

Workplan Overview

Major Deliverable/Milestone	Date
Public engagement Report on public engagement; FN engagement; policy analysis; write engagement report Draft amendments to Policy Statement; get legal review	June 2019 to January 2020 January – December 2020 January 2021 – February 2021
1st Reading Refer proposed bylaws with amended Policy Statement to agencies and First Nations Engage public on proposed amendments via online survey; statutory advertising	March 2021 March – August 2021 April - May
Trust Council considers input; redraft as needed; legal review, referral to First Nations 2nd and 3rd Reading by Trust Council; refer bylaw to Minister with engagement report	September 2021 December 2021 or March 2022
4th Reading by Trust Council; post Policy Statement to website; write implementation plan	June or Sept. 2022

Project Team

TPC/EXEC	Project Champions
Clare Frater	Project Manager
Dilani Hippola	Policy Analysis
Lisa Wilcox	FN engagement
Gillian Nicol	Coordinator

Budget 2019-2022 (19/20 est. $45k, 20/21 $45K)

Item	Cost
FN engagement	$30,000
Public engagement	$35,000
Graphic design	$5,000
Legal review	$10,000
Statutory advertising	$10,000
Total activity costs:	$90,000

Approved by:
Clare Frater, Director, TAS

Endorsement:
EC: Feb 26,2020

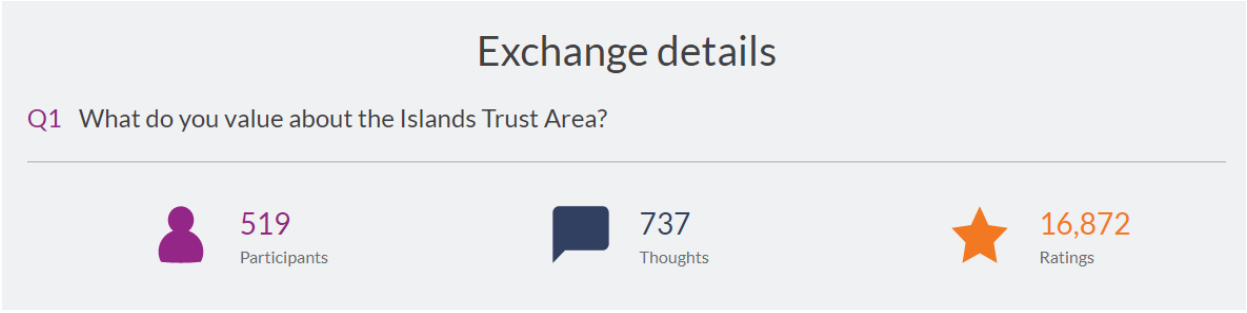
Islands 2050
Sample automated reports from Thought Exchange

Thought Exchange is an online tool that allowed participants to undertake an iterative process to provide their thoughts on two questions (limited to 145 characters). Thoughts from others are then shared (anonymously) and participants have the opportunity to rate (star rate) these thoughts in terms of importance.

In total, both Thought Exchange questions received over 789 participants, 1269 thoughts, and 24,257 ratings.

Exchange 1 – What do you value about the Islands Trust Area?

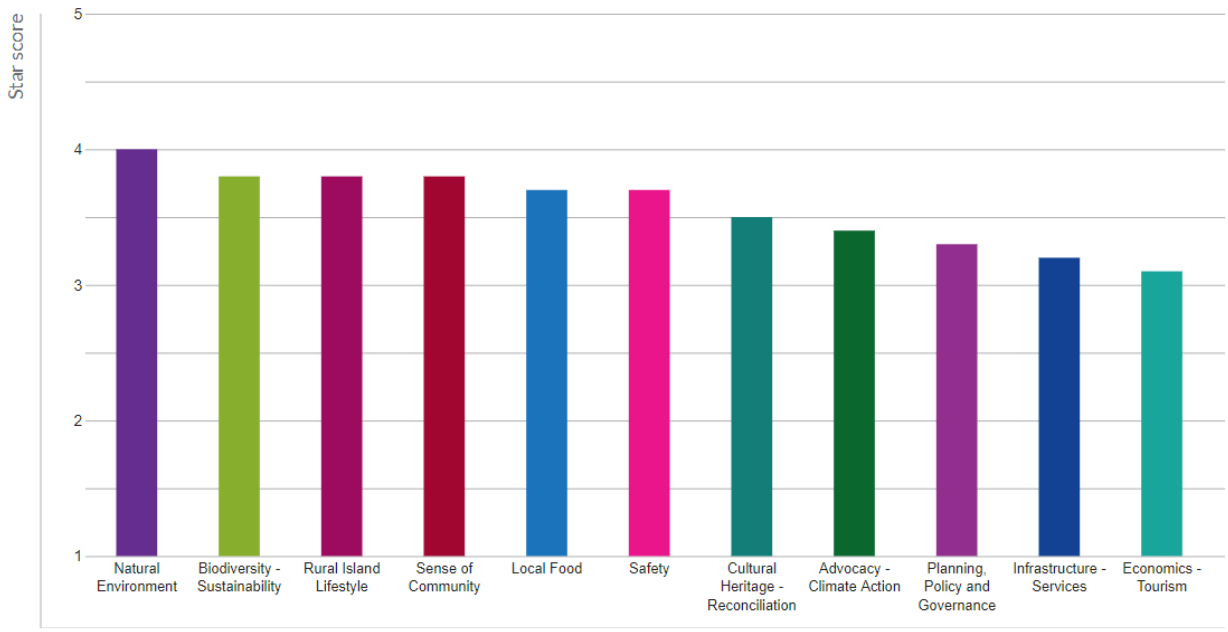
About the Exchange



Which island or local trust area do you feel most connected with?		
%	**Votes**	**Area**
0%	(2)	Ballenas-Winchelsea
5%	(20)	Bowen
1%	(3)	Coast Salish Territory
4%	(17)	Denman
7%	(33)	Gabriola
11%	(48)	Galiano
5%	(20)	Gambier
3%	(15)	Hornby
2%	(10)	Lasqueti
5%	(20)	Mayne
9%	(41)	North Pender
29%	(128)	Salt Spring
4%	(19)	Saturna
2%	(7)	South Pender
3%	(15)	Thetis
2%	(10)	Associated Islands
5%	(22)	The entire Trust Area
3%	(15)	Other

Targeted Themes

The following chart shows common themes that frequently came up through the participants' answers. They are shown from left to right (more frequent to less frequent) after being rated.

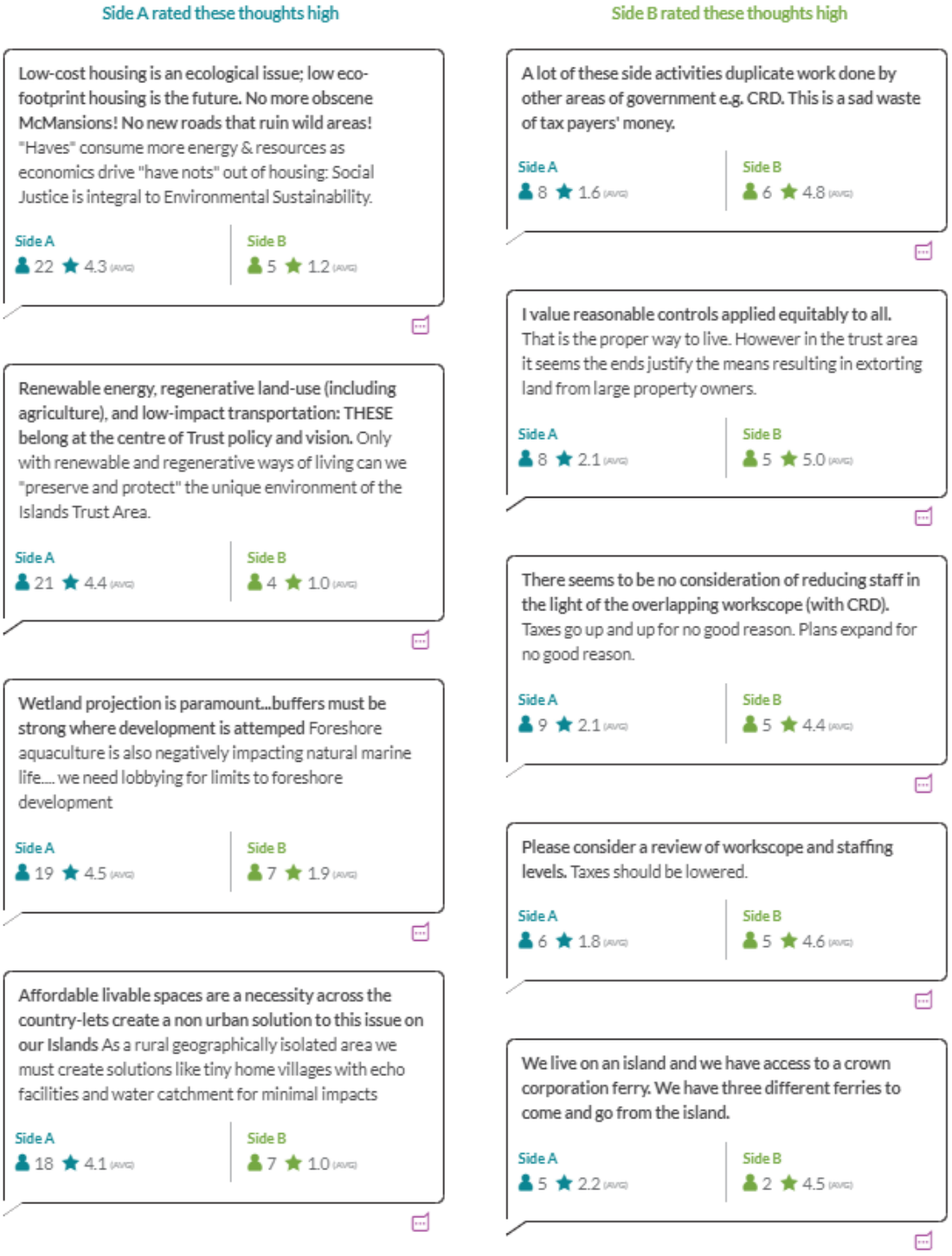


Word Cloud

An image composed of words from thoughts provided by the participants. Words are sized based on the star rating of the thoughts they appear in.

Differences

This tool is designed to highlight both areas of division and of agreement in an exchange. The content of the thoughts in this exchange can often mirror known dynamic in the community, and as such, bring these dynamics out into the open where they can be addressed.



I share in the principle of protecting these islands and there resources, not only protecting , enhancing them. Without enhancement the resources will dwindle and disappear, for example planting Gary Oak and Arbutus, and preventing unnecessary land clearing.

Side A	Side B
18 ★ 4.4 (AVG)	7 ★ 1.9 (AVG)

Need to zone for affordable housing and streamline process.

Side A	Side B
17 ★ 3.9 (AVG)	10 ★ 1.2 (AVG)

That nature is given a priority in land-use decision-making. The world is in a mess because of the way nature (and humans are a part of nature) has been abused thanks to our economic systems.

Side A	Side B
19 ★ 4.5 (AVG)	5 ★ 2.0 (AVG)

Decisions get made without First Nations input It was their homeland

Side A	Side B
16 ★ 4.4 (AVG)	8 ★ 1.8 (AVG)

Our small year round community needs protecting too and that means affordable rental housing built in ways that blend into the natural surroundings. We need to keep our young families here. They are our workers and our future and our hope.

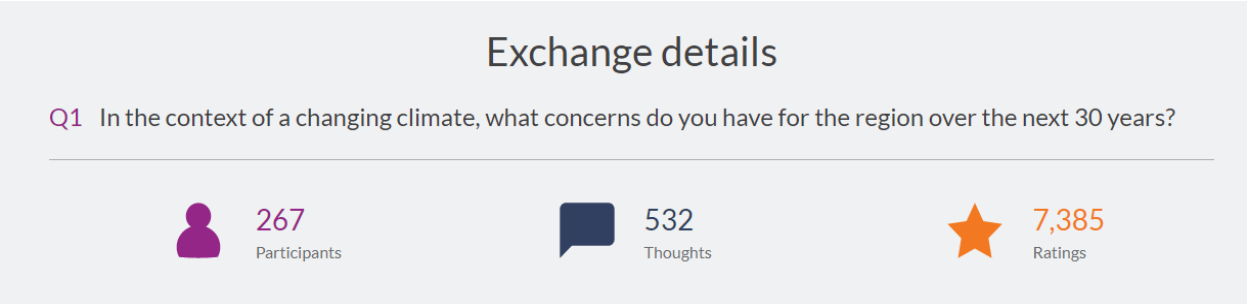
Side A	Side B
18 ★ 4.3 (AVG)	6 ★ 1.5 (AVG)

Value promity to Victoria and Vancouver.

Side A	Side B
4 ★ 2.3 (AVG)	3 ★ 4.3 (AVG)

Exchange 2 – In the contest of a changing climate, what concerns do you have for the region over the next 30 years?

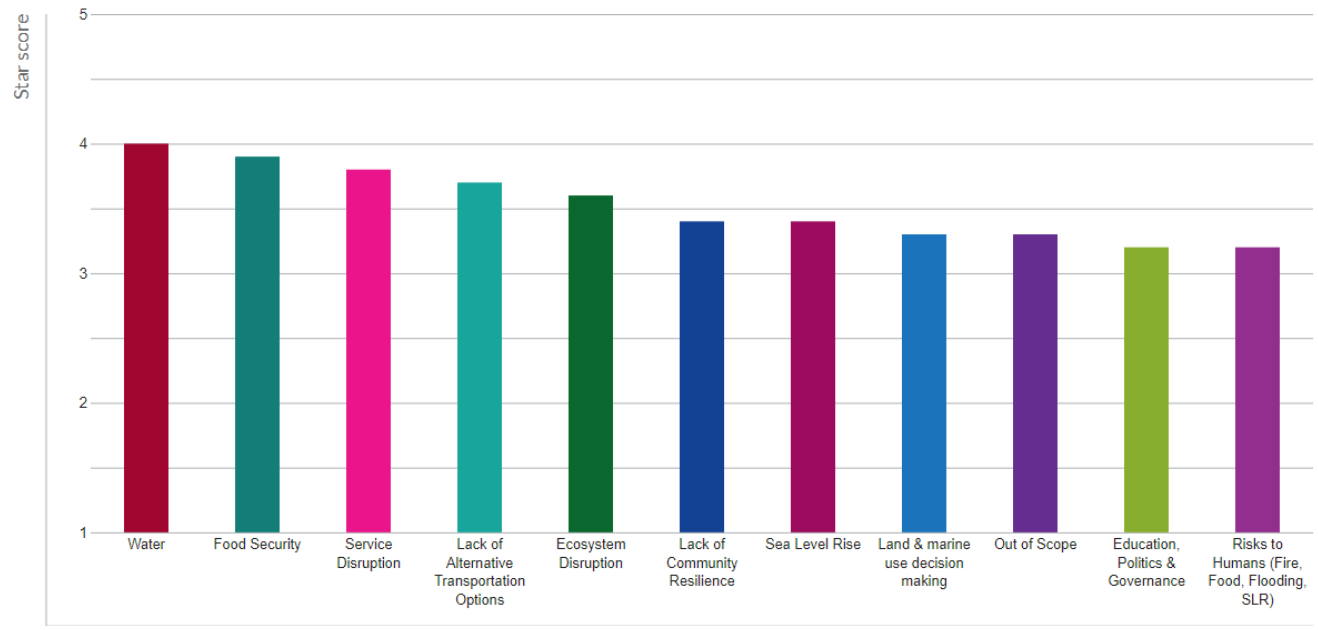
About the Exchange



Which island or local trust area do you feel most connected with?		
%	**Votes**	**Area**
0%	(1)	Ballenas-Winchelsea
9%	(21)	Bowen
0%	(1)	Coast Salish Territory
5%	(11)	Denman
10%	(23)	Gabriola
14%	(34)	Galiano
3%	(6)	Gambier
2%	(4)	Hornby
2%	(5)	Lasqueti
7%	(17)	Mayne
6%	(14)	North Pender
29%	(67)	Salt Spring
3%	(8)	Saturna
2%	(4)	South Pender
3%	(7)	Thetis
1%	(3)	Associated Islands
1%	(2)	The entire Trust Area
3%	(7)	Other

Targeted Themes

The following chart shows common themes that frequently came up through the participants' answers. They are shown from left to right (more frequent to less frequent) after being rated.

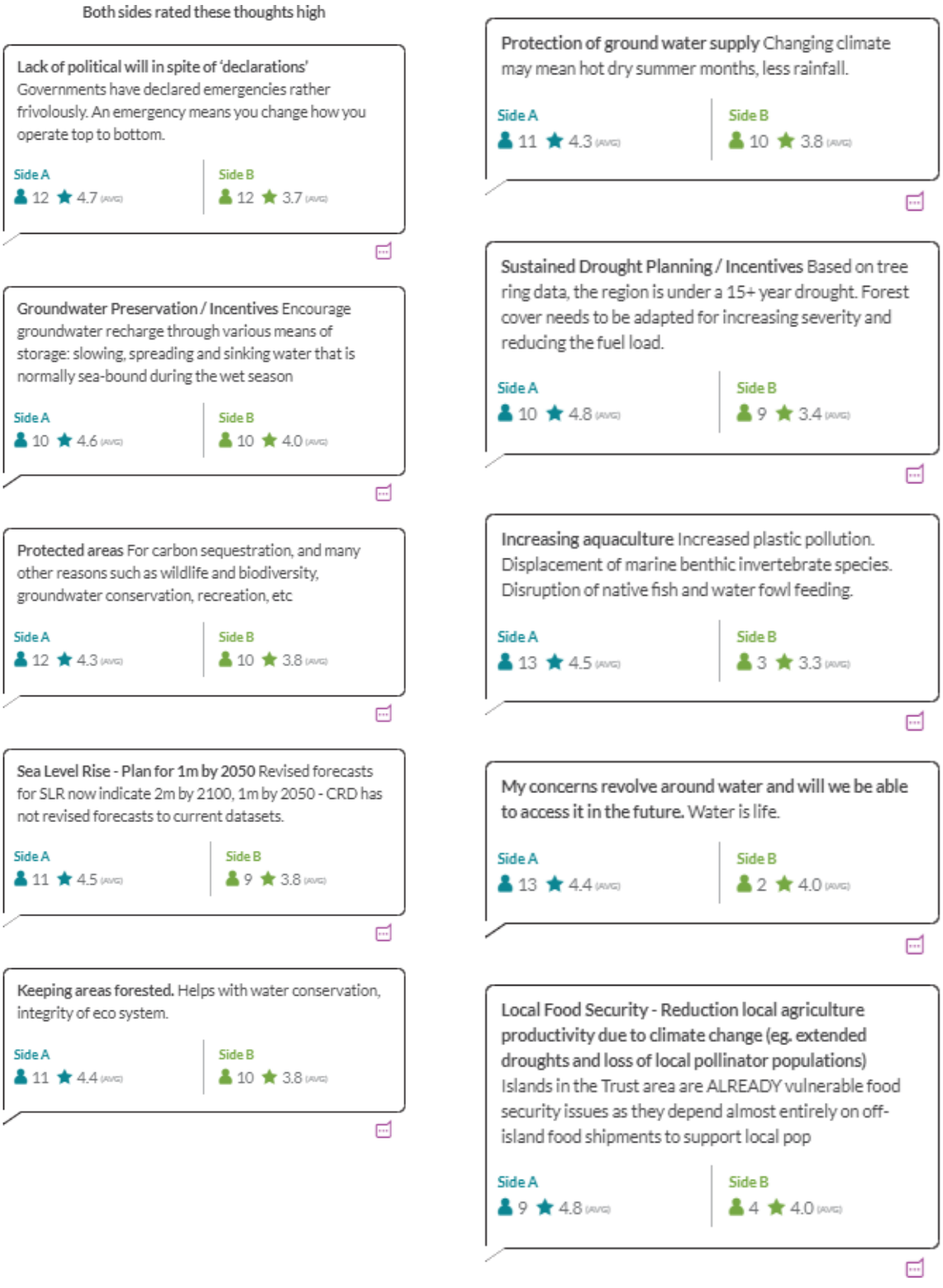


Word Cloud

An image composed of words from thoughts provided by the participants. Words are sized based on the star rating of the thoughts they appear in.

Differences

This tool is designed to highlight both areas of division and of agreement in an exchange. The content of the thoughts in this exchange can often mirror known dynamic in the community, and as such as bring these dynamics out into the open where they can be addressed. It can show areas of common agreement.



Administrative Services Report
Quarter 4: January – March 2020
Prepared on: February 20, 2020

1. DIRECTOR

In support of the Financial Planning Committee (FPC) we have completed work in the following areas:

- **Third Quarter Financial Report**: We have completed the third quarter financial report, which tracks our actual financial performance against budget. This report showed that Island Trust, on a bottom line basis, is tracking against budget as at the end of the third quarter.
- **Third Quarter Financial Forecast**: The forecasted spending for the current fiscal year has been completed which shows that the Islands Trust is expected to overspend its full budget by March 31, 2020. The biggest contributing factor to this overspending is the office renovation, which was delayed in the last fiscal year, and consequently more spending was required in the current year which was not anticipated in the annual budget.
- **Draft 2020/21 Budget**: The second draft of the budget has been reviewed by FPC and is now heading to Trust Council as the recommended budget for the fiscal year for their review, debate, and approval. One approved by Trust Council, the five-year Financial Plan bylaw will be submitted to the Minister for approval with a report on the planned activities contained in the plan.
- **Audit Planning**: The Audit Committee met in February 2020 to discuss the audit plan with the financial statement auditors, KPMG LLP, who have once again been appointed by Executive Committee to conduct the fiscal audits of Islands Trust and Islands Trust Conservancy.

The next Audit Committee and FPC meetings will be held in May 2020 with a focus on reviewing results of the financial statement audit, approving FPC content for the annual report, and review of other completed top priorities.

2. EMPLOYEE SERVICES/HUMAN RESOURCES (HR)

We have completed several hiring actions this quarter, resulting in the following changes to the Islands Trust team:

- Kathryn Martell accepted a temporary appointment as Senior Policy Advisor as part of the Trust Area services team, effective November 18, 2019.

- ~ Kristine Mayes transferred from Planning Team Assistant to Planner 1 with the Salt Spring Island office, effective December 9, 2019.
- ~ Jas Chonk transferred from Legislative Services Clerk to the southern planning team Legislative Clerk following Sharon Lloyd-de Rosario's retirement. Her appointment became effective January 13, 2020.
- ~ Edyta Tyszkiewicz accepted the role of Planning Team Assistant with the Salt Spring Island office, effective February 4, 2020.
- ~ Robert Barlow will be transitioning from Bylaw Enforcement Administration Assistant to Legislative Services Clerk, effective March 16, 2020.

Currently ongoing and upcoming hiring competitions include:

- ~ An internal hiring competition for an Island Planner in the southern office is underway, a position which will soon to be vacated by Gary Richardson who is embracing retirement on April 30, 2020 after an epic 32 years of service with the Islands Trust. We are grateful for the significant contribution that Gary has made to Islands Trust and will be honouring his service with both staff and Trust Council in the coming months.
- ~ A planned hiring competition for an Island Planner in the Salt Spring Island office will be conducted when Claire Negrin's temporary appointment with Islands Trust comes to an end on March 31, 2020.
- ~ An external competition is planned for the soon-to-be vacant Bylaw Enforcement Administration Assistant.

A total of seventeen hiring competitions have been completed in the fiscal year to date, of which nine have been conducting as external competitions and eight have been conducted as internal competitions. We are never let bored in this area of work!

The holiday All Staff Meeting was held in Victoria, BC. Staff gathered at Milestone's restaurant for a Trust Council update, the presentation of our annual staff awards, and a review of the staff survey results. Staff were serenaded into the venue by the senior management team, who sang a round of slightly-out-of-tune holiday songs for the enjoyment of all, accompanied by the CAO on his guitar. The afternoon was spent at the Royal BC Museum, which began with a very informative guided tour of the First People's Gallery. The day was well-received by all staff who were in attendance.

3. FINANCE

In addition to ongoing regular financial administration and preparation of financial statements and audit package for the year-end audit in May 2020, a number of projects are underway and/or currently being explored related to financial matters at the Trust:

- ~ **Expense Claim Form:** The current expense claim platform continues to present sub-optimal performance due to its age, which results in reduced compatibility with newer more updated

web browsers used by staff and trustees. As we engage with a developer to update this platform, we are concurrently exploring opportunities to add new features which may better serve operations. These features include the opportunity to submit electronic receipts with claims, and more recently, a discussion about electronic approval workflows for management approvals of staff expense claims. This has the opportunity to increase efficiencies, reduce the impact of geographical distances between staff, and reduce the use of paper at the Islands Trust for a positive environmental impact.

~ **Sustainable Investing:** We are currently engaged in conversation with a financial management firm that would provide opportunity to invest Islands Trust surplus funds in a more sustainable way. Specifically, we are exploring moving some invested funds from the Big Five banks to more local credit unions that are committed to sustainable investments. This means any Islands Trust funds invested would be used by the investment firm for purposes more aligned with Islands Trust values. Further information can be provided as request by Trust Council, and updates will be provided as they unfold.

Additional planned work that will be explored in future include improvements to the use and function of the Islands Trust accounting and financial reporting system and a potential for paperless accounts payable functions.

Procurement processes of significance that were completed this quarter include:

- Request for Proposals for Coast Douglas Fir Mapping services;
- Request for Proposals Southern Gulf Islands Water Sustainability Assessment and Mapping services.

Service contracts have now been executed with the successful proponents and work is underway on these projects.

4. INFORMATION SERVICES (IS)

In conjunction with Trust Area Services, IS continues to support the Website Design and Development project. Design work is nearing completion, content editing and document classification continues. Based on current project timelines, the new website release is scheduled for early 2020, with full project completion anticipated for summer 2020.

Specific project milestones completed over the last quarter include:

~ Completed new GIS Architecture deployment in development/staging environments
~ Completed re-architecture of core GIS data structures.
~ Completed Zoom deployment and training for all staff and trustees.
~ Completed Zoom Room deployment and training in the southern office.
~ Initiated hardware upgrades and Zoom Room deployment in Gabriola Island and Salt Spring Island offices.

Delivery of Trust-wide elevation data (lidar) and orthophotos is anticipated by the end of the fiscal year. This data has been acquired as part of a larger project conducted by GeoBC, who the Islands Trust partnered with to secure this new data. The project was funded by the National Disaster Mitigation Program to assist in the identification of shoreline hazards (i.e. flood plain mapping, sea level rise, tsunami modelling, climate change analysis, slope stability, etc.) with some funding contributed by Islands Trust to secure data for areas of the Trust that were not part of the original project. It is worth noting that this will be the first time that Islands Trust has acquired the entire Trust area mapping data in a single acquisition, at double our standard resolution which will mean higher quality data for all.

Islands Trust

Print Date: February 13, 2020

Top Priorities Report

Financial Planning Committee

1. *Budget 2020/21: Finalize for Trust Council and forward to the Ministry for approval.*	Responsible	Dates
Forward proposed draft 2020/21 budget to the March 2020 Trust Council meeting for approval, with subsequent forwarding to the Ministry for approval.	Julia Mobbs	Rec'd: 19-Feb-2020 Target: 31-Mar-2020

2. *2019/20 Financial Statement Audit*	Responsible	Dates
Underway: Discussion of audit planning with the appointed auditors, KPMG LLP. Audit Committee meeting with KPMG LLP on February 19, 2020. Upcoming: Preparation of the audit package for fieldwork which begins May 4, 2020. Audit Committee meeting on May 27, 2020 with KPMG LLP to present audit findings.	Julia Mobbs	Rec'd: 19-Feb-2020 Target: 27-May-2020

3. *Review Trust Council Policy 7.2.1 Trustee Remuneration*	Responsible	Dates
Review Trust Council Policy 7.2.1 Trustee Remuneration against recently released UBCM 'Council and Board Remuneration Guide' to ensure best practices are being followed with regard to elected official compensation.	Julia Mobbs	Rec'd: 06-Nov-2019 Target: 22-Jan-2020

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** March 11, 2020

From: Financial Planning Committee **Date Prepared:** February 7, 2020

SUBJECT: **DECEMBER 31, 2019 FINANCIAL REPORT**

RECOMMENDATION:
That Trust Council approve the December 31, 2019 Financial Report as presented.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The third quarter financial report indicates that Islands Trust is within the overall financial plan for 2019/20.

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1 PURPOSE:
To summarize the findings of the December 31, 2019 quarterly financial report.

2 BACKGROUND:
Islands Trust *Policy 2.3.3 Financial Planning Committee Terms of Reference* requires the Financial Planning Committee to report to Trust Council on the organization's financial management practices. Quarterly financial reports are prepared by staff, reviewed by FPC, and presented to Trust Council as part of this requirement.

FINANCIAL REPORT FINDINGS

The benchmark for non-tax revenue sources and operational expenditures after nine months of operations can be estimated at 75% of the annual expected. At at December 31, 2019, Islands Trust has consumed a net 75% of the annual approved budget which is within overall expectations, while individual areas may experience overspending or underspending based on activities in the year to date. Individual revenue and expense items that vary significantly (where significance is determined as more or less than 10%, and more or less than $5,000) from the 75% benchmark include:

Revenues

- **Fees and Sales** is lower than expected by 28% due to the amount of applications received being lower than anticipated at budget time.
- **Provincial Grant Funds** are at 100% of budget as they were received in full during the first quarter.
- **Property Tax Revenues** (General Levy, Special Levy, and Bowen Island Levy) are reported at 100% of budget as they were received in full during the second quarter.
- **Other Revenues** are lower than expected by 70%. This budget item relates almost entirely to the Victoria office landlord contribution for the office renovation project. This contribution is expected to be received in the fourth quarter.
- **Investment Income** is higher than expected by 28% as previous year's investments carried into the current year retained higher interest rates and generated higher yields. As longer term investments are held, yields are increased which has generated higher investment income.

Expenses by Functional Area

COUNCIL

Total Council expenses are lower than expected by a net $60,261 (5%) mainly due to:

- **Trust Area Services** expenses are lower than expected by 15%. These budgeted funds relate to projects currently taking place where some expenditures will be incurred in the fourth quarter for the Policy Statement Review project, Website Design project, IT Act Amendment project, Photo Management project and TPC project funds. Should these remain incomplete at March 31, 2020 underspent funds will be carried forward to the 2020/21 fiscal period.

LOCAL PLANNING SERVICES

Total Local Planning Services expenses are higher than expected by a net $132,069 (2%) Individually significant areas of deviation from expected include:

- **Projects** are lower than expected due to:
    - Salt Spring Island Watershed Protection Alliance (SSIWPA) – Expenses are significantly lower than expected by 56% as work in the first and second quarters was delayed to conduct a review of the coordinator function and a subsequent competitive process to secure a SSIWPA coordinator who started their contract September 1, 2019.
    - Projects funded by grants – are lower than expected by 75% as funded by grants have not yet been completed.
    - Local Trust Committee (LTC) projects – Expenditures are lower than expected by 40% but expected to increase in the last quarter as LTC projects for the year are completed. Costs associated with these projects relate to legal review of bylaws and OCPs, public process expenses such as public hearings and advertising, etc. These expenses typically occur closer to the end of a project.
    - Local Planning Committee (LPC) Projects – LPC project funds will be fully spent in the fourth quarter on the Coastal Douglas Fir mapping project.

- **Local Planning Services (LPS) Facilities** expenses are significantly higher than expected by 15% due to Victoria office renovation costs coming in higher than anticipated in the current fiscal year, as well as a higher allocation of administration expenses.

ISLANDS TRUST CONSERVANCY

Expenditures are lower than expected by $83,238 (10%). Individually significant areas of deviation from expected include:

- **Board** – Expenses are lower than expected by 18% due to savings generated from electronic meeting participation and turnover in board members awaiting Provincial Government appointees resulting in fewer ITCB board members for a portion of the year.
- **Operations** – Expenses are lower than expected by 13% due to underspending in salaries and benefits and communications costs due to staff vacancies mostly in the third quarter.
- **Property Management** – Expenses are lower than expected by 28% due to work on property management taking place more heavily in the fourth quarter, and underspending in conservation planning funds due to staff vacancy.

ADMINISTRATION

Expenditures are higher than expected by a net $130,390 (11.2%) mainly due to the following:

- **Computer, Furniture & Equipment** expenditures are higher than expected by 134%. This category includes expenses incurred for the Victoria office renovation project and boardroom equipment costs which were incurred in the first quarter. Purchases for the full year of standard computer replacements also took place in first quarter.

Expenses by Object

Public Sector Accounting Standards determine that financial reporting for government entities be reported "by function" (i.e.: service area) in the Statement of Financial Operations as presented in the earlier section of this report. Expenses "by object" (i.e.: type) are reported in accompanying financial statements notes. For purposes of great transparency and understanding of Islands Trust financial results, December 31, 2019 expenses by object are shown as follows:

	2019/20 Approved Budget	YTD Actuals to Dec 31, 2019	% of Budget Consumed
Staff Salaries and benefits	4,852,374	3,649,265	75%
Office Operations	1,128,546	946,745	84%
Council and trustee costs	868,327	657,258	76%
Programs	579,500	250,012	43%
Legal	201,999	190,720	94%
Travel/training and recruitment	227,140	162,807	72%
Elections	7,000	61	1%
Amortization	75,000	86,617	115%
TOTAL	7,939,886	5,943,484	75%

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None. Expenditures to December 31, 2019 are within the overall Islands Trust annual approved budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None. Managing staff at Islands Trust and Islands Trust Conservancy will continue to receive financial reporting on their respective areas of oversight throughout the year.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):
Islands Trust Policy 2.3.3 Financial Planning Committee Terms of Reference
Bylaw No. 176, Islands Trust Financial Plan Bylaw 2019/20

5 ATTACHMENT(S):
December 31, 2019 Financial Report

RESPONSE OPTIONS

Recommendation:
That Trust Council approve the December 31, Financial Report as presented.

Alternative: None.

Prepared By: Nancy Roggers, Finance Officer
Reviewed By: Julia Mobbs, Director, Administrative Services
Russ Hotsenpiller, Chief Administrative Officer
Financial Planning Committee/February 19, 2020

Islands Trust

Statement of Revenue and Expenditure

For The 9 Months Ending December 31, 2019

Expected % of Budget Received/Used as at Report date = 75%

Exceptions: Grant revenue, property tax levies, other revenues, project spending

Variances > +/- 10% include explanations

Description	Annual Budget	YTD Actual	$ over (under) budget	% of budget received/ spent	% over (under) expected
Revenue:					
Fees & Sales	160,000	74,998	*(85,002)*	*47%*	*-28%*
Provincial Grant	180,000	180,000	-	*100%*	*25%*
Property Tax Levy General	6,696,752	6,696,752	-	*100%*	*25%*
Special Property Tax Requisition	98,500	98,500	-	*100%*	*25%*
Property Tax Levy Bowen	329,634	329,634	-	*100%*	*25%*
Investment Income	80,000	78,023	*(1,977)*	*98%*	*23%*
Other Revenues	164,000	8,078	*(155,922)*	*5%*	*-70%*
Total Revenue	**7,708,886**	**7,465,985**	***(400,800)***	***97%***	*22%*
Council Expenses					
Trust Council	294,979	235,862	*(59,117)*	*80%*	*5%*
Executive Committee	120,084	87,087	*(32,997)*	*73%*	*-2%*
Trust Area Services	571,210	344,328	*(226,882)*	*60%*	*-15%*
General Admin Allocation - 16%	319,558	251,836	*(67,722)*	*79%*	*4%*
Total Council Expenses	1,305,831	919,113	*(714,320)*	*70%*	*-5%*
Local Planning Services					
Local Trust Committees	655,563	550,908	*(104,655)*	*84%*	*9%*
Projects **(Note 1)**	294,650	92,357	*(202,293)*	*31%*	*-44%*
Planning Staff	2,689,221	2,077,866	*(611,355)*	*77%*	*2%*
LPS Facilities	405,776	366,780	*(38,996)*	*90%*	*15%*
Bylaw Enforcement	308,283	218,193	*(90,090)*	*71%*	*-4%*
General Admin Allocation - 73%	1,410,555	1,149,000	*(261,555)*	*81%*	*6%*
Total Local Planning Services Expenses	5,764,048	4,455,105	*(2,513,232)*	*77%*	*2%*
Trust Conservancy					
Board	28,250	16,024	*(12,226)*	*57%*	*-18%*
Operations	545,852	340,918	*(204,934)*	*62%*	*-13%*
Property Management	83,000	39,188	*(43,812)*	*47%*	*-28%*
General Admin Allocation - 11%	212,905	173,137	*(39,768)*	*81%*	*6%*
Total Trust Conservancy Expenses	870,007	569,267	*(589,254)*	*65%*	*-10%*
General Admin					
Executive Office	389,694	278,590	*(111,104)*	*71%*	*-4%*
Admin Services	499,436	365,519	*(133,917)*	*73%*	*-2%*
Office Operations	314,340	234,781	*(79,559)*	*75%*	*0%*
Information Systems	534,368	380,444	*(153,924)*	*71%*	*-4%*
Computer/Furniture & Equipment	130,180	228,022	*97,842*	*175%*	*100%*
Amortization Expense	75,000	86,617	*11,617*	*115%*	*40%*
General Admin Recovery	(1,943,018)	(1,573,973)	*369,045*	*81%*	*6%*
Total General Admin Expenses	-	-	-	*0%*	
Total Expenses	**7,939,886**	**5,943,484**	***(1,996,402)***	***75%***	***0%***
Surplus (Shortfall)	(231,000)	1,522,500			
Remove Amortisation Expense *(not taxed, removed for purposes of b*	75,000	*n/a*			
Remove Capital Expense *(not P&L expense for financial reporting/fore*	*n/a*	266,384			
Adjusted surplus (shortfall)	(156,000)	1,788,884			
Transfer from (contribution to) General Revenue Surplus Fund	81,000	(1,851,825)			
Transfer from LTC Project Specific Reserve Fund	75,000	62,941			
Balance	-	0			
Surplus Fund, beginning of the period (March 31, 2019)	2,871,270	2,871,270			
Surplus Fund, end of the period	2,715,270	4,660,154			

Description	Annual Budget	YTD Actual	*$ over (under) budget*	*% of budget received/ spent*	*% over (under) expected*
Note 1:					
Projects made up of:					
Salt Spring Watershed Management Delegated Authority	98,500	18,877	*(79,623)*	*19%*	*-56%*
Project - Projects funded by grants	12,000	-	*(12,000)*	*0%*	*-75%*
LTC Projects	156,650	62,941	*(93,709)*	*40%*	*-35%*
First Nations Protocol Funds/Cultural Working Group Funds	2,500	538	*(1,962)*	*22%*	*-53%*
LPC Projects	25,000	10,000	*(15,000)*	*40%*	*-35%*
	294,650	**92,357**	*(202,293)*		

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 11, 2020
From:	Financial Planning Committee	**Date Prepared:**	February 12, 2020
SUBJECT:	**FINANCIAL FORECAST AS AT DECEMBER 31, 2019**		

PURPOSE:

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

BACKGROUND:

The forecasted financial results for March 31, 2020 have been prepared based on actual financial performance to December 31, 2019, plus estimates of expected spending for the remainder of the fiscal year. The December 31, 2019 forecast reflects a projected overspending of $179,000, due mainly to legal costs and capital purchases and amortization much higher than budgeted. As the impact of capital purchases is removed from expenses for the purposes of calculating true year-end surplus appropriations, a total net decrease in surplus funding requirements of $700 from the approved budget is forecasted. An explanation of the significant revenue and expenditure areas contributing to this variance are as follows (where significance is determined as greater than or less than 10% from budget, and greater than or less than $5,000 from budget).

Revenues:

Revenues are forecasted to come in at a net $11,310 less than budgeted due to:

- Fees and Sales – expected $60,000 under budget due to a significant decrease in the volume of applications.

- Interest Income - expected $33,000 over budget due to a significant increase in interest income where funds have been invested in longer term Guaranteed Investment Certificates for the maximum amount of time and yield based on analysis of cash flow needs throughout the fiscal year.

- Grant Income – expected $15,700 over budget due to higher than anticipated grant applications/approvals for participation in federal government community participation funding on various issues to cover staff/elected official travel expenditures.

Expenditures:

Total forecasted expenditures come in higher than budget by a net of $179,000.

Significant areas of overspending include:

- Amortization – expected to be higher than budget by $65,000 due to the increase in capitalized expenditures relating to the office renovation that were not incorporated into the amortization budget. Since this is a non-cash item there is no impact on operations as a result of this significant overage.

- Legal expenses – net expected overspending of $74,700, broken down as follows:
    - Legal "Bylaw Enforcement Litigation" – expected overspending of $25,000 due to ongoing enforcement of STVRs and unresolved actions from previous fiscal years continuing to require legal action.
    - Legal "Litigation Defence" – expected overspending of $45,000 due to new and ongoing litigation against the Islands Trust. In the current year, there have been some older cases, previously delayed, that are not coming up in court.

- Insurance – expected overspending of $18,100 as the insurance renewal rates were substantially higher than budgeted given a shift in the insurance market. The Islands Trust claims history makes the opportunity to find reduced premiums challenging, despite considerable efforts.

- Meeting expense – expected overspending of $33,800 due primarily to increased Trust Council meeting expenses. This budget was reduced for the current fiscal year in hopes that prior year levels of spending would be achievable, however trends are not supportive of this. Travel expenses for these meetings are high in the current year which has been driven by meeting locations, and limited facility availability on the islands is driving up accommodation costs.

- Salaries and Benefits – expected overspending of $15,100 due to higher than expected increases for excluded staff members, staff overtime changes, and less vacancies than historically experienced. This overage is 0.3% above budgeted which does not fall into the parameters selected for reporting out, however as historically there has been underspending in this area, staff felt it prudent to highlight the change in this area of spending for the current year.

- Hardware expenses – overspending of $22,600 due to a higher priced purchase of sonic wall routers, hardware upgrades for the Salt Spring Island and Gabriola Island offices to ensure adequate electronic meeting participation with the new Zoom software as rely more heavily on remote meetings, and three unanticipated laptop purchases due to failed machines.

- Renovations – overspending of $104,800 due to 2018/19 work that was delayed and pushed into 2019/20, as well as some unanticipated costs that arose as part of the project. Reporting on the renovation project budget and actuals has previously been made in terms of total project values. This snapshot relates only to the current year spending which was under budgeted due mainly to the change in project timing.

- Electronic Meetings – overspending of $38,600 on equipment purchased for the Victoria boardroom to facilitate electronic meetings. This is due to 2018/19 work that was delayed and pushed into 2019/20 as part of the renovation work, as well as unplanned upgrades due to poor audio experienced with initial equipment purchased. This project has been reported on as part of

the office renovation project. However, as it holds its own line in the accounting system due to differing amortization rates, it shows as a separate line in this financial report.

- Telephone expenses – expected overspending of $5,100 due to additional phone licences ordered for new staff members that were not anticipated in the budget.

Significant areas of underspending include:

- Communications – expected to be underspent by $6,000 primarily due to staff shortages in the communications specialist positions for both Islands Trust Conservancy and Islands Trust.

- Software Licenses – expected underspending of $21,000 due mainly to negotiated savings on the purchase of Lidar data from GEOBC due on unmet expectations with the quality of data received by Islands Trust. These savings were reallocated internally for the purchase of Hardware noted earlier in this report.

- By Elections – expected underspending of $7,000 as no by election is anticipated during the fiscal period.

- Islands Trust Conservancy conservation planning and land securement – expected underspending of $5,500 due to ITC conservancy covering the cost of the Salish View land securement transaction.

- Islands Trust Conservancy Ecosystem Mapping – expected underspending of $13,600 due to delayed work in this area as a result of vacancy in the ecosystem protection specialist position.

- Memberships – expected underspending of $5,100 due to a change in the number of planners who are registered with Registered Professional Planners.

- Training and Conferences/Travel – net expected underspending of $14,800 due to significant work volumes across the organisation reducing the amount of time allocated to staff development.

- Projects - expected underspending of $116,000 related to:
    - LTC projects – expected overspending of $5,700 against the budgeted $75,000 draw from reserve primarily due to a $50,000 unbudgeted project for Southern Gulf Islands Groundwater Sustainability Strategy project approved by the Executive Committee. An additional transfer from the LTC Specific Reserve fund will need to be made to cover this overspending.
    - Projects funded by grants – fewer than anticipated grants expected, resulting in $2,000 underspending. The SSIWPA grant funds received are reflected in SWIPPA expenses.
    - SSIWPA – expected underspending of $51,000 due to a late start on projects this fiscal year while holding a competitive process to contract for coordination services.
    - Strategic Plan Projects –
        - Expected underspending of $18,300 for Trust Programs Committee projects due to delays in project work.
        - Expected underspending of $14,500 in the Islands Trust Act Amendment project as the project has progressed without the need for these funds.
        - Expected underspending of $27,000 for the Website Renewal due to project delays primarily from staff vacancies in the communications team.

- Expected underspending of $9,000 for the Photo Management project due to delays in project timing, on account of the review of available software programs taking more time than anticipated.

Other variances are not considered significant for the purposes of reporting.

CONCLUSIONS:

The approved budget for fiscal year ending March 31, 2020 included approved expenditures of $7.9M. Current forecasted spending for the year is expected at $8.1M, which is over budget by $179,000 (2%). Due to the majority of overspending being capital in nature, the impact of this amount is significantly tempered. Accounting standards dictate that capital assets be removed from expenditures on the Statement of Operations and capitalized as a tangible capital asset on the Statement of Financial Position. Consequently, additional funding from surplus to cover this spending is reduced by the value of items capitalized. The forecasted amount to capitalize is $266,000. The approved budget approved a transfer from the General Revenue Fund Surplus of $81,000 and a transfer from the LTC Specific Reserve Fund of $75,000 for Local Trust Committee projects, for a total draw on surplus funds of $156,000. Based on the third quarter forecast, adjusted for capitalized assets, the required transfer from the General Revenue Fund Surplus is now estimated at $74,500 and the transfer from LTC Specific Reserve Fund is now estimated at $80,700 for a total transfer of $155,300 which is $700 below the approved budget transfer from surplus.

ATTACHMENT:

- **Third Quarter Forecast to March 31, 2020**

FOLLOW-UP: As requested.

Prepared By: Nancy Roggers, Finance Officer

Reviewed By: Julia Mobbs, Director, Administrative Services
Russ Hotsenpiller, Chief Administrative Officer
Financial Planning Committee/February 19/2020

Islands Trust
Third Quarter Forecast to March 31, 2020

Acct #	Description	Annual Budget	Forecast to March 31/19	*Forecast Over (Under) budget $*	*Forecast Over (Under) budget %*
	REVENUES				
40300	Fees & Sales	**160,000**	100,000	*(60,000)*	*-38%*
45000	Provincial Grant	**180,000**	180,000	-	*0%*
46000	Property Tax Levy General	**6,696,752**	6,696,752	-	*0%*
46100	Property Tax Levy Bowen	**329,634**	329,634	-	*0%*
46200	Special Levy Property Tax Requisition	**98,500**	98,500	-	*0%*
48000	Interest Income	**80,000**	113,023	*33,023*	*41%*
49000	Other Income "General"	**152,000**	152,000	-	*0%*
49001	Grant Income	**12,000**	27,667	*15,667*	*131%*
	Total Revenue	**7,708,886**	**7,697,576**	*(11,310)*	
	EXPENSES				
50500	Admin Cost Recovery	**(1,943,018)**	(1,943,018)	-	*0%*
50700	Admin Support Services	**1,943,018**	1,943,018	-	*0%*
50900	Amortization Expense	**75,000**	140,000	*65,000*	*87%*
50950	Applications Sponsored by EC	**5,000**	3,500	*(1,500)*	*-30%*
50960	History and Heritage Funding Grants in Aid	**5,000**	5,000	-	*0%*
51000	Audit	**20,000**	20,000	-	*0%*
51500	Bank Charges & Interest	**4,000**	4,000	-	*0%*
52500	Board of Variance	**501**	1,650	*1,149*	*229%*
53500	Carbon Offset Purchases	**500**	500	-	*0%*
54000	Committee Expense FPC	**7,000**	3,000	*(4,000)*	*-57%*
54100	Committee Expense LPC	**4,000**	2,500	*(1,500)*	*-38%*
54200	Committee Expense TPC	**5,000**	4,000	*(1,000)*	*-20%*
54300	Cultural Working Group	**-**	75	*75*	
54500	Communications	**35,000**	29,000	*(6,000)*	*-17%*
54580	FN Protocol Funds	**10,000**	6,607	*(3,393)*	*-34%*
55105	S/W Support & Maintenance	**81,000**	60,000	*(21,000)*	*-26%*
55200	Internet	**42,327**	45,000	*2,673*	*6%*
55500	Technical Support	**90,000**	87,342	*(2,658)*	*-3%*
56000	Contingency	**14,000**	10,500	*(3,500)*	*-25%*
56500	Contract Services	**79,000**	79,000	-	*0%*
57050	Elections "By Elections"	**7,000**	61	*(6,939)*	*-99%*
60000	Insurance	**106,381**	124,486	*18,105*	*17%*
61100	ITC "Board Honoraria"	**10,400**	7,100	*(3,300)*	*-32%*
61200	ITC "Board Meeting Expense"	**13,850**	9,000	*(4,850)*	*-35%*
61210	ITC "Board Training & Conferences"	**4,000**	3,010	*(990)*	*-25%*
61300	ITC "Property Management"	**65,000**	65,000	-	*0%*
61500	Conservation Planning & Land Securement	**18,000**	12,500	*(5,500)*	*-31%*
61600	ITC "Ecosystem Mapping"	**15,000**	1,449	*(13,551)*	*-90%*
62000	Land Title Registrations	**3,000**	3,500	*500*	*17%*
63000	Legal "General"	**90,000**	94,738	*4,738*	*5%*
63100	Legal "Bylaw Enforcement Litigation"	**59,996**	85,000	*25,004*	*42%*
63200	Legal "Litigation Defence"	**25,003**	70,000	*44,997*	*180%*
65000	LTC Trustee Expenses	**10,000**	5,169	*(4,831)*	*-48%*
65050	LTC "Executive Expense on LTC's"	**24,000**	24,000	-	*0%*
65200	LTC Local Exp LTC Meeting Expenses	**40,000**	40,551	*551*	*1%*
65210	LTC Local Exp APC Meeting Expenses	**6,000**	8,825	*2,825*	*47%*
65220	LTC Local Exp Communications	**5,000**	6,143	*1,143*	*23%*
65230	LTC Local Exp Special Projects	**4,999**	8,109	*3,110*	*62%*
67000	Meeting Expense	**109,200**	143,000	*33,800*	*31%*
67500	Memberships	**15,100**	10,000	*(5,100)*	*-34%*
68100	Notices Statutory & Non Statutory	**25,000**	25,000	-	*0%*
69000	Office Rent	**381,500**	386,500	*5,000*	*1%*
69005	Office Services	**56,600**	56,600	-	*0%*

70000	Postage & Courier	**10,000**	12,500	*2,500*	*25%*
74000	Recruitment	**8,000**	8,000	-	*0%*
74900	Safety	**5,000**	855	*(4,145)*	*-83%*
75100	Salaries - Admin Staff	**1,975,436**			
75110	Benefits - Admin Staff	**501,761**			
76100	Salaries - Planners & RPMs	**1,276,940**			
76110	Benefits Planners & RPM's	**324,343**	4,867,483	*15,109*	*0.3%*
77100	Salaries Planning Support Staff	**395,184**			
77110	Benefits Planning Support Staff	**100,377**			
78100	Salaries Bylaw	**221,956**			
78110	Benefits Bylaw	**56,377**			
79000	Stationary & Supplies	**45,078**	50,078	*5,000*	*11%*
79500	Subscriptions	**5,000**	5,000	-	*0%*
80100	Telephone	**14,200**	19,346	*5,146*	*36%*
80300	Mobile Devices	**23,600**	23,600	-	*0%*
81100	Training "Organization Wide"	**5,000**	2,886	*(2,114)*	*-42%*
81200	Staff Meetings & Recognition	**15,000**	16,889	*1,889*	*13%*
81300	Training & Conferences	**63,000**	56,523	*(6,477)*	*-10%*
81305	Travel for Training	**39,650**	35,147	*(4,503)*	*-11%*
82300	Travel	**96,490**	92,714	*(3,776)*	*-4%*
84100	Trustee Remuneration	**410,351**	410,351	-	*0%*
84110	Trustee Remuneration "CPP Expense"	**19,306**	19,306	-	*0%*
84120	Trustee Remuneration Health/Dental Benefits	**41,567**	41,567	-	*0%*
84130	Trustee Remuneration MSP Benefits	**22,599**	23,200	*601*	*3%*
84140	Trustee Remuneration Pay In Lieu of Benefits	**2,000**	2,000	-	*0%*
84150	Trustee Remuneration "Employer Health Tax"	**-**		-	
84500	Trustee Remuneration "Executive on LTC's"	**73,414**	73,414	-	*0%*
	Total Operating Expenses	**7,323,986**	**7,452,274**	*128,288*	*2%*
	PROJECTS				
73001	LTC Projects	**75,000**	80,745	*5,745*	*8%*
	Project - Funded by Grants	**12,000**	10,000	*(2,000)*	*-17%*
	Project - Funded by Special requisition (SSIWPA)	**98,500**	47,518	*(50,982)*	*-52%*
73001-A	**Stategic Plan Projects**				
	Trust Program Committee Projects	**25,000**	6,695	*(18,305)*	*-73%*
	Local Planning Committee Projects	**25,000**	25,000	-	*0%*
	Policy Statement Review	**45,000**	45,000	-	*0%*
	Islands Trust Act Ammendment	**15,000**	498	*(14,502)*	*-97%*
	Website Renewal	**115,000**	88,000	*(27,000)*	*-23%*
73001-B	**Operational Projects**				
	Electronic Data Management (EDM)	**5,500**	5,500	-	*0%*
	Photo Management	**14,000**	5,000	*(9,000)*	*-64%*
	Total Projects	**430,000**	**313,956**	*(116,044)*	*-27%*
	Total Expenses	**7,753,986**	**7,766,230**	*12,244*	*0%*
	Surplus (shortfall) before Capital Spending	**(45,100)**	**(68,654)**	*(23,554)*	*52%*
	CAPITAL				
55100	Hardware	**60,900**	83,500	*22,600*	*37%*
55400	Software	**-**	1,150	*1,150*	*100%*
69100	Furniture and Equipment	**10,000**	10,000	-	*0%*
69500	Renovations	**115,000**	219,777	*104,777*	*91%*
73001-825-8024	Prior Year Project - Electronic Meetings	**-**	38,585	*38,585*	*100%*
	Total Capital	**185,900**	**353,011**	*167,111*	*90%*
	Total Expenses including Capital	**7,939,886**	**8,119,241**	*179,355*	*2%*
	Surplus (Shortfall) after Capital Spending	**(231,000)**	**(421,665)**	(190,665)	
	Remove Amortisation Expense *(not taxed, removed for purposes of balancing*	75,000	n/a		
	Remove Capital Expense *(not P&L expense for financial reporting/forecasting)*	n/a	266,384		

Adjusted Surplus (Shortfall) after Capital Spending	**(156,000)**	**(155,281)**	*719*	*0%*
Funded by:				
Transfer from (Contribution to) General Revenue Surplus Fund	81,000	74,536	*(6,464)*	*-8%*
Transfer from LTC Project Specific Reserve Fund	75,000	80,745	*5,745*	*8%*
Balance	-	-	-	

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 11, 2020
From:	Julia Mobbs, Director, Administrative Services	**Date Prepared:**	February 21, 2020

SUBJECT: **Transfer from General Revenue Surplus Fund to LTC-Project Specific Reserve Fund**

RECOMMENDATION:
That Trust Council approve a transfer $150,000 from the General Revenue Surplus Fund to the LTC-Specific Reserve Fund.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

---

1 PURPOSE:

To ensure adequate funds are available in the LTC-Project Specific Reserve Fund to facilitate current year and next fiscal year planned spending for LTC Projects.

2 BACKGROUND:

Total accumulated surplus funds at Islands Trust is made up of three funds (the General Revenue Surplus Fund (GRSF); the LTC-Project Specific Reserve Fund (LTCPSRF); and the Special Property Tax Requisition Fund) as well as an amount representing funds invested in tangible capital assets (TCA). As at March 31, 2019, the breakdown of funds allocated to each fund and TCA was as follows:

	2019
Invested in tangible capital assets	$ 327,490
General Revenue Fund	2,477,152
Local Trust Committee Project Specific Reserve Fund	42,287
Special property tax requisition fund	24,341
	$ 2,871,270

Anticipated total spending on LTC projects in the current fiscal year is $ 80,745 (see the financial forecast). This spending is greater than the funds available in the LTCPSRF and as such a transfer from the GRSF to the LTCPSRF is required.

Fiscal 2020/21 calls for additional spending from the LTCPSRF of $71,500. To ensure appropriate coverage of current year spending and budgeted spending for next fiscal year, a minimum of $109,958 is required from the GRSF to the LTCPSRF, outlined as follows:

LTC Project Specific Reserve Fund	
Opening balance, March 31, 2019	$ 42,287
2019/20 forecasted spending	(80,745)
2020/21 budgeted spending	(71,500)
Minimum required (transfer)	(109,958)

Staff recommended a transfer of $150,000 from the GRSF to the LTCPSRF to appropriately fund all anticipated and planned spending and ensure some funds remain in the reserve fund for future use.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: Reallocation of surplus funds does not impact revenues, expenses, assets, liabilities, or cash balances. Operations are not impacted in any way.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Finance staff will make the transfer of funds upon resolution.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S): 6.5.1 Reserves and Surplus Policy

5 ATTACHMENT(S): None.

RESPONSE OPTIONS

Recommendation:
That Trust Council approve a transfer $150,000 from the General Revenue Surplus Fund to the LTC-Project Specific Reserve Fund.

Alternative:
That Trust Council approve a transfer a different amount from the General Revenue Surplus Fund to the LTC-Project Specific Reserve Fund.

Prepared By: Julia Mobbs, Director, Administrative Services
Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer/February 24, 2020

March 11, 2020

Lunch and Learn
Climate Change Adaptation and Ecosystem Management
with Tine Rossing

Background:

Tine is an accomplished professional with 25+ years of technical expertise in climate change adaptation (ecosystem-based adaptation, community-based adaptation, Eco-Disaster Risk Reduction (Eco-DRR) and resilience), ecosystem management, climate-smart agriculture, climate-resilient livelihoods and environmental policy analysis. She has a strong track record of providing strategic and programming leadership, technical assistance and training from working for multilateral agencies (the United Nations and World Bank), bilateral donors (DANIDA and GIZ), non-governmental organizations (NGO's) (CARE International, Be the Change Earth Alliance, Wetlands International and Fairtrade Foundation) and research organizations (the World Resources Institute (WRI). Her work has spanned 32 countries across North America, Africa, Asia and Latin America.

Tine has spearheaded many aspects of addressing the climate emergency, including risk and vulnerability assessments, participatory scenario analyses, development of adaptation responses, stakeholder consultations, implementation management and mainstreaming adaptation into policy and financing processes, M&E, knowledge management and advocacy. Since 2008, she has played a pivotal role globally in helping to define and promote nature-based solutions to climate change. She has been involved in these efforts at all levels, from working with marginalized communities on the front lines to leading delegations to the annual global Climate Change Conference of Parties (COPs).

Tine holds a Masters degree in International Relations/Economics from John's Hopkins SAIS and a Bachelors degree in International Business Administration/Economics from Copenhagen Business School and is a resident of Salt Spring Island.

Purpose: To provide information and discussion on climate change adaptation and ecosystem management

Resources: Tine Rossing

Attachments: none

TIME	TOPIC	WHO
12:45 PM – 1:10 PM 1:10 PM – 1:20 PM	Climate Change Adaptation and Ecosystem Management Questions/Discussion	Tine Rossing

-----Original Message-----
From: Maxine Leichter <mleichte@telus.net>
Sent: Tuesday, February 11, 2020 4:06 PM
To: Lori Foster <lfoster@islandstrust.bc.ca>
Subject: Re: Request for delegation

My request is that bylaws be enforced. I have a 7 page report with specific suggestions that I'll get to you by Tuesday.

> On Feb 11, 2020, at 12:29 PM, Lori Foster <lfoster@islandstrust.bc.ca> wrote:
>
> Dear Maxine Leichter:
>
> Thank you for your request to present as a delegation at March Trust Council on the topic of Bylaw Enforcement. For written submissions to be included in the agenda package, I must receive them no later than Tuesday, February 18.
>
> Here is the web page "Tips for Addressing Council" which provides information on relevant topics, format etc.
> http://www.islandstrust.bc.ca/trust-council/council-meetings/talk-to-council/tips-addressing-council/
>
> Can you inform me further, what about Bylaw Enforcement are you addressing as a trust area-wide topic?
>
> Kind regards,
>
> Lori Foster
> Executive Coordinator
> 250-405-5161
>
> -----Original Message-----
> From: Maxine Leichter <mleichte@telus.net>
> Sent: Wednesday, February 5, 2020 11:18 AM
> To: Lori Foster <lfoster@islandstrust.bc.ca>
> Subject: Request for delegaation
>
> I would like to request to be a delegation to the Trust Council meeting on Salt Spring island. The topic is Bylaw Enforcement. I'll send a detailed report for the board package. Please confirm the deadline for this report to get into the board package. I'll send a copy of the brief oral presentation by the deadline.
>
> Maxine Leichter - speaking for myself.

Recommendations for Improving the Islands Trust Bylaw Enforcement Policy & Process From the Perspective of the Complainant

Based on *"Bylaw Enforcement: Best Practices Guide for Local Governments" March 2016"*

Presented to Trust Council March 11, 2020

By Maxine Leichter

THE PROBLEMS

Since I settled on Salt Spring Island in 2003, I have been observing the bylaw enforcement process here. Over the years I have tried to help many complainants who were dissatisfied with the response that they received from bylaw enforcement staff. Given that we now have a new bylaw enforcement manager, this is a good time to learn from the problems in the past and take corrective action. These are the primary complaints:

1. Complainants are NOT kept sufficiently informed on the process or progress in obtaining compliance. Months can go by without their hearing anything. They wonder if any action is being taken and when compliance may be achieved. If an excessive amount of time goes by without hearing, or without seeing compliance, they sometimes wonder if the process as a sham and therefore there is no point to making a complaint.

2. Complainants feel that violators are given an excessive amount of time to comply. Sometimes, it isn't apparent if compliance is ever achieved. The Bylaw Enforcement Report submitted to Trust Council for the September 2019 meeting, reports that files in process 1-5 years number 78 for Salt Spring and 156 for the trust as a whole. Files over 5 years old number 16 for Salt Spring and 54 for the trust as a whole. These figures are presented with no foreseeable deadline for compliance. It appears that the bylaws only apply to those who choose to follow them. The Islands Trust cannot protect the islands if they do not achieve compliance in a timely manner or in some cases, ever.

3. In the past, previous bylaw enforcement staff have spoken to complaints in an unprofessional manner or seemed to be on the side of the violator. Although this might no longer be occurring, it seems reasonable that there be written guidelines on how staff are to communicate with the public.

4. Sometimes the trust will require remedial action by the violator, such as replanting an area that was cleared illegally. However, there doesn't seem to be a consistent policy for follow up to assure that the required remedial action was taken and maintained over time.

Barriers to enforcement: I am aware that taking violators to court is expensive. This document includes a recommendation to address this barrier. However, failure to enforce bylaws has a cost as well.

Introduction

Islands Trust Policy: Islands Trust Policy 5.5.1 *Bylaw Compliance & Enforcement* states *"The Bylaw Enforcement Manager will maintain a best practices operating manual in accordance with the administrative fairness principles outlined in the BC Ombudsperson's report "Bylaw Enforcement: Best Practices Guide for Local Governments", March 2016." (Ombudsperson's Guide).* I requested a copy of the Islands Trust "best practices operating manual" and was promptly sent the Islands Trust *"Compliance & Enforcement Best Practices & Procedures, June 2019".* I am assuming this is the Islands Trust best practices operating manual, referred to hereafter as the IT BP Manual. The IT BP Manual does include many best practices identified in the Ombudsperson's Guide. This document identifies some Ombudsperson's Best Practices that are not included in the IT BP Manual and presents some recommendations based on my experience observing this process. The importance of good bylaw enforcement practices are expressed well by the following quote from the Ombudsperson's Guide page 8.

> *"Establishing and promoting fair bylaw enforcement processes can help local governments both reduce the number of complaints received and resolve issues more quickly and effectively, thus saving time and money"* and *"Adopting a consistently fair and reasonable approach to bylaw enforcement can help local governments build strong community relationships"*

Best practices in the ombudsperson's guide are in blue. Blue page numbers are in the Ombudsman's Guide. Discussion of each item is in black. In green are recommendations and notes as to which problems each recommendation would address.

RECOMMENDATIONS BASED ON THE OMBUDSMAN'S GUIDE

Best Practice - Content of Bylaw Enforcement Policy (Page 13) "*sets out the relevant considerations that staff should take into account when exercising discretion*"
Discussion: Following this best practice would help make bylaw enforcement more transparent and fair, thus helping address problems #1 and #2 above.
Recommendation: Amend the IT BP Manual to include considerations that staff should take into account when exercising discretion. An example would be how to consider situations when the violator says they lack the funds to address the violation. See page 53 of the Ombudsperson's Guide.

Best Practice - Content of Bylaw Enforcement Policy (Page 13 & 17) The Ombudsperson's Guide lists ten criteria for an enforcement policy. The IT BP Manual does not meet the criteria that the content of the bylaw enforcement policy be *"readily accessible to the public (e.g. on an easily found website)."*
Discussion: The Trust enforcement policy is included in both Trust Policy 5.5.1, and in the IT BP Manual. Neither are easily available on the Trust website. It is especially important for the website to inform complainants as to how staff will respond to complaints and how complainants will be informed of outcomes as noted on page 20 of the Ombudsperson's Guide.

The need to provide information to the public is also addressed in the Ombudsperson's Guide on page 17 (website should have information on complaints process) and page 22 (complaints process and procedures publically available). This would provide information to complainants to help address problems #1 and #2 above.
The current website has information on the dispute adjudication system but does not mention that adjudication is not available for development permit violations. Most people reading the website would think that it was available to all violations. More transparency about the trust's policies would help to address problems #1 and #2 above.
Recommendations: Post the trust policy 5.5.1 and the IT BP Manual on the trust website bylaw enforcement page. Explain how development permit violations are handled since they cannot be addressed through the dispute adjudication system.

Best Practice / Standards of Conduct: "Council and senior local government officials establish and make public standards of conduct for bylaw enforcement staff." (Page 14-15)
"Fairness is not just about the process followed in making decisions - it also involves communicating about the process and resulting decisions in an appropriate and respectful way." and "Treating people well in an enforcement context can help resolve conflicts, encourage voluntary compliance and shape positive public perceptions of a local government. Written standards of conduct are useful tools to outline the professionalism that local governments expect of their bylaw enforcement staff. For example, one local government's website describes professional conduct expectations for bylaw enforcement staff, emphasizing accountability, impartiality, integrity, protection, respectfulness and service. Such standards can also prevent bylaw enforcement officers from inadvertently acting outside the scope of their authority." (Page 15 Paragraph 6)
Discussion: Over the years, I have heard accounts of former bylaw enforcement staff making unprofessional statements to members of the public. New bylaw enforcement should received training in how to relate to the public in a professional manner. Perhaps such a policy exists but was not easily identifiable able on the trust website. A policy and training on interacting with both the complainant and the possible offender would help to address problem #3 above.
Recommendation: Amend the IT BP Manual to include a section on conduct of bylaw enforcement staff as per the Ombudsperson's Guide page 14-15.

Best Practice / Responding to Complainants (Page 22 & 23)
"Responding thoroughly to a complaint demonstrates a local government's commitment to fairness and to providing good service to its residents."
"Local government staff document all interactions, whether written or verbal, with complainants. When local government staff respond to a complainant, whether in writing or verbally, they:
- *acknowledge receipt of the complaint*
- *describe any steps taken to assess the complaint*
- *describe any enforcement action taken or planned, or the reasons for no enforcement action*
- *provide any other relevant information"*

Discussion: On page 4 the IT BP Manual is text requiring notifying the complainant after the complaint is filed as to whether there is a violation or not. On page 8 the IT BP Manual states:
"Complainants will be updated by the BCEO at the time of significant activities such as:

a file is put on hold (and the reason for the abeyance is provided); an LTC decision; a file has moved to litigation (and the significance that the identity of the complainant may become public information); a file is closed; upon request."

On its face the IT BP Manual is not consistent with the Ombudsperson's report best practice as reproduced above. Furthermore, the IT BP Manual is not adequate because there is no procedure to make the complaint aware that they must ask to get an update and the time between when a complaint is filed and one of the significant actions above occurs can be months, even years, during which it may appear to the complaint that no action is being taken on their complaint. The trust webpage only addresses steps that follow the complaint in a brochure that must be downloaded. The brochure does not cover how development permit violations are treated differently than bylaw and zoning violations. There does not appear to be a policy of providing the complainant with the FAQ Bylaw Enforcement brochure. The recommendations below would be very helpful in addressing problems #1 and #2 above.

Recommendations:

1) Notifying the complainant: In addition to notifying the complaint of significant actions noted in the current policy, amend the IT BP Manual to include notifying the complaint of actions in the Ombudsperson's Guide page 23 including notify the complaint when a violator has been given written notice of a violation and require that the complainant be updated on the status of the case within a month after the complain is filed if no other update has been provided. It would also be desirable for the complainant to be notified of action on their complaint at regular intervals, perhaps monthly. If provincial policy allows, it would be helpful to send the complainant copies of communications sent to the violator.

2) FAQ Brochure recommendations: Rewrite the FAQ brochure to include the difference between enforcement of violations to development permit areas versus violations of the zoning bylaw. Post the information on the bylaw enforcement website so that the brochure doesn't need to be down loaded separately. Provide the brochure to all complainants either in person, via Canada Post or by email.

Best Practices: Developing an Investigation Plan (Pages 28-30)

Bylaw enforcement staff create an investigation plan before initiating a complex investigation, and follow the plan to the conclusion of the investigation. Each investigation plan developed by bylaw enforcement staff includes, at a minimum:

1. *a summary of the complaint or alleged infraction*
2. *the relevant bylaw and the test that must be met to confirm that a bylaw infraction has occurred*
3. *the evidence staff will need to gather to meet the test and where and how they will obtain that evidence*
4. *any applicable timelines for completing steps in the investigation*

Best Practice: Documenting an Investigation

Bylaw enforcement staff thoroughly document their investigation and any resulting decisions. Each investigation file includes:

- *the investigation plan*
- *significant steps taken during the investigation*
- *material evidence collected and the source of that evidence*
- *significant decisions made and the rationale for those decisions*
- *references to all relevant legislation, bylaws or policy*

Discussion: The IT BP Manual describes "Case File Management Practices" which cover creating an investigation plan and internal Islands Trust processes. However not included are items 1, 3 and 4 above, the test part of item 2, or the need for proper documentation and specifics on documentation that is required. These items are important because they are necessary to create a case against the violator that will stand up in court. I was once told by a bylaw enforcement officer that it was not worth taking cases to court because the trust would lose. Perhaps better planning and documentation would increase the likelihood of success in court. The recommendation below would help address problems #1, #2 and #4 above.
Recommendation: Amend the BP Manual to include relevant text from pages 27 - 32 of the Ombudsperson's Guide, especially items highlighted as "Best Practices" on these pages. (Also see page 55 of the Ombudsperson's Guide.)

Best Practices: Establishing Review and Appeal Processes
Local governments describe in their bylaws:
1. *what decisions can be reviewed or appealed*
2. *who has authority to review or hear an appeal of those decisions*
3. *how a person can request a review or appeal*
4. *the possible outcomes of a review or appeal Local governments develop and implement a policy that describes how reviews or appeals will be conducted.*

Discussion: The bylaw enforcement web pages have a form to dispute a violation notice. However, there is no information on the website or even in the IT BP Manual on 1, 2 or 4 above from the Ombudsperson's Guide. The recommendation below would help address problem #1 above.
Recommendation: Establish an appeals process that conforms to the best practices described above from the Ombudsperson's Guide and post this information on a bylaw enforcement webpage. Also see page 57 of the Ombudsperson's Guide

FURTHER RECOMMENDATIONS

Clear deadlines will bring transparency and fairness to the entire enforcement process and go a long way to addressing problems #1 and #2 above.
Recommendation: Violators should be given clear a clear deadline for compliance and told what will happen if they do not comply.

In-house lawyer: The Islands Trust spends large sums of money on lawyers with an outside firm. Every time the lawyer assigned to the Trust changes, a new lawyer has to learn about the Trust's bylaws. An in-house lawyer would be familiar with the Trust's mission and bylaws, which would save time and money. Lawyers with big law firms are under pressure to produce maximum billing. An in-house lawyer's incentive would be to keep legal costs low for the Trust and allocate their time efficiently. The in-house lawyer would be available to give advise on enforcement practices and bylaw language to increase the enforceability of the Trust's bylaws. An in-house lawyer would be able to do more for a lower cost which would allow the Trust to pursue more enforcement cases. All these advantages would help address problem #2 above.
Recommendation: The Islands Trust hire an in-house lawyer to perform the following tasks:

- Review policies and procedures to assure they are legal and sufficient to lead to successful prosecutions
- Train bylaw enforcement staff on written communications, oral communications and investigation documentation to lead to successful prosecutions
- Take bylaw enforcement cases to court
- Advise LTCs on legality of proposed bylaws
- Advise LTCs on how to write bylaws so that they can be successfully enforced
- Review existing bylaws to make recommendations on changes to improve enforceability

Follow up on remedial actions: In some cases, bylaw enforcement needs to be followed up with remedial action over time. For example, if someone removes vegetation in a development permit area without first getting a permit, the trust may require them to replant the area. In this case, the replanting cannot be effective if not cared for until it becomes established. It isn't clear that that the trust has a process to follow up on such cases. There may be additional ways to solve this problem but the approach suggested below would help address problem #4 above.
Recommendation: There should be a policy regarding how and when deposits are returned to owners who are required to do landscaping. In those cases where correction to a violation requires remedial action that has to be cared for over an extended period of time, that the property owner be required to pay the costs to have a appropriately qualified third party professional check at appropriate times that the remediation is taking place and being maintained and report back to the trust.

Enforcement Reporting: Currently bylaw enforcement staff report on how many cases are active, for various time periods. These reports list "cases closed" but not if compliance was achieved. Long-standing cases are reported in two categories 1-5 years and over 5 years.
Recommendation: The following changes to how enforcement is reported would assist Local Trust Committees in addressing problem # 2 above:
- Instead of using the terminology "cases closed" substitute the terminology "compliance achieved". This will make it clear that cases were not just dropped.
- The category of 1-5 years is too broad. This should be broken down into at two categories 1-2 years and over 3 years. No violation should be allowed to go on for over 3 years without taking further enforcement action.
- Add categories for cases in litigation and cases undergoing dispute adjudication. This would make it clear how many cases were receiving this heightened attention.

Bylaw Enforcement Brochure: The bylaw enforcement brochure currently on the trust website has the following statement: *"Injunctive action is reserved for only the most serious issues for a number of reasons: a court-ordered injunction is very expensive; it takes a longtime; the outcome is not guaranteed; it is risky (if the Islands Trust loses it must pay the court costs for both parties); and the Court only makes an order when it is convinced that the circumstances are serious enough to warrant making one."*
This statement provides useful information for complainants. However, it also lets the violator know that it is very unlikely that legal action will be taken against them. Also it is inaccurate. Unless a court assesses "special costs", which happens rarely, costs assessed are based on a formula which generally is about half of actual costs. Additionally assessing costs is at the

discretion of the court and are not always awarded against the loser depending on the specifics of each case.

Recommendation Enforceability investigation: Trust Council should ask their lawyers (better yet ask in-house lawyer) to investigate what bylaws the court is enforcing and if provincial legislation is needed to facilitate court enforcement. At a minimum, such an investigation should improve enforcement decisions. Also, omit the quoted and italicized paragraph above from the Trust brochure as it amounts to an invitation to violate.

Recommendation Outstanding Files Evaluation: Trust Council should direct staff to evaluate long- standing enforcement files to see if there is a common factor that would suggest remedial actions that could be taken. For example, is it because there is to little follow-up? Are their loopholes that need to be closed? Is there an easier way to collect fines?

In conclusion I quote from the Ombudsperson's report Page 11

"The public expects local governments to enforce the regulatory bylaws council adopts. When passing a new bylaw, it is important for council to consider whether local government has the capacity – staff, equipment and other resources – to meet those public expectations through adequate enforcement of the bylaw. Insufficient enforcement capacity may defeat the purpose of enacting the bylaw in the first place….While voluntary compliance is cost-effective, it is still important for local governments to take enforcement action when necessary. Failure to do so will, over time, reduce the credibility of a local government's bylaws and will likely reduce voluntary compliance."

From: ericbooth@shaw.ca <ericbooth@shaw.ca>
Sent: Saturday, February 15, 2020 2:39 PM
To: Lori Foster <lfoster@islandstrust.bc.ca>
Subject: Trust Council Delegation

Hi Lori

I would like to make a delegation to the March Trust Council on Salt Spring. Subject matter will be "Application Fees."

Thanks.

Best regards,

Eric Booth
193 Park Drive
Salt Spring Island, B.C.
V8K1S1
ericbooth@shaw.ca

Salt Spring Community Energy Society
PO Box 123, Fulford Harbour
Salt Spring, BC, V8K 2P2

Re: Request for action at Trust Council Meeting

February 12, 2020
Dear Islands Trust Trustee,

Please find attached a copy of our letter to the Trust of March 9, 2019 requesting that the Islands Trust respond to the Climate Emergency in part by establishing an Islands Trust Community Energy Manager that can be co-funded by BC Hydro through their Community Energy Manager Program.

We are concerned about the apparent lack of action on this proposal. We feel strongly that the time for action in terms of evaluating our community energy footprint and its relationship to our community GHG emissions budget is now – this year!

As made clear in the October, 2018 IPCC report on 1.5°C limits to greenhouse warming, there is one year for the world to experience a significant downturn in GHG emissions in order to have a chance at approaching sustainable climate scenarios that will progress to the +1.5°C goal we need to achieve by 2050.

It has been the experience of the Salt Spring Community Energy Society and the Transition Salt Spring Education Committee that there is a strong interest on the Islands in learning about ways to reduce energy use in the home as a response to the climate emergency. This interest can be expanded through the action of a dynamic Community Energy Manager.

Once again, we urge you to take immediate action, at the Islands Trust Council, to establish a position of Islands Trust Community Energy Manager, and to take action to have this position partially (up to 50%) funded by BC Hydro through their Community Energy Manager Program.

https://www.bchydro.com/powersmart/business/programs/sustainable-communities/cemp.html

Please act now, in this year's budget, to establish this position and accelerate our transition to low carbon.

Respectfully, and with a great sense of urgency,

Ron Watts, Chair, Salt Spring Community Energy, 250-653-
saltspringcommunityenergy@gmail.com
David Denning, Salt Spring Community Energy, 250-537-4797
Kjell Liem, Salt Spring Community Energy, 250-538-7855

Salt Spring Community Energy Society
PO Box 123, Fulford Harbour
Salt Spring, BC, V8K 2P2

Re: Request for action at Trust Council Meeting this week.

March 9, 2019

Dear Islands Trust Trustee,

The *Salt Spring Community Energy Society* and the *Transition Salt Spring Climate Action Group* are two regional organizations leading the way in local response to the extreme worldwide existential threat from climate change. Over 300 cities and communities around the world, including the Capital Regional District and the City of Vancouver, now officially recognize the urgency of the climate crisis and the narrow window of time for action by declaring a Climate Emergency in their communities. According to the best and most comprehensive science, as published in October, 2018 by the International Panel on Climate Change, we have only about 10 years to drastically reduce personal, community, and national carbon emissions.

We believe there is a very appropriate and cost effective way to address the critical need for action at the Islands Trust. We urge you to take immediate action, at this week's Islands Trust Council meetings, to establish a position of **Islands Trust Community Energy Manager**.

There is a tremendous opportunity to have this position partially (up to 50%) funded by BC Hydro through their Community Energy Manager Program.

https://www.bchydro.com/powersmart/business/programs/sustainable-communities/cemp.html

To quote from the web page: "A community energy manager can:

- Drive development and implementation of community energy and emissions plans that aim to reduce energy (including electricity) consumption and greenhouse gas emissions
- Lead policy development and implementation to advance energy conservation and efficiency
- Act as a champion and project manager for key energy efficiency initiatives
- Raise awareness about BC Hydro programs and incentives available to residents and businesses in your community"

There is really no time to loose. This is an ideal opportunity to launch us seriously on the 10-year journey to become a low carbon community and to have it paid for in part by BC Hydro. Please act now, in this year's budget, to establish this position and accelerate our transition to low carbon.

Respectfully, and with a great sense of urgency,

Ron Watts, Chair, *Salt Spring Community Energy*

saltspringcommunityenergy@gmail.com

David Denning, *Transition Salt Spring Climate Action Group*

250-537-4797

From BC Hydro Website:

https://www.bchydro.com/powersmart/business/programs/sustainable-communities/cemp.html

Community Energy Manager program

Get funding to hire an energy manager in your community

We are offer funding to help you hire a community energy manager for your local government. An energy manager can help energy and emissions planning and implement energy projects in your local government.

A community energy manager can:

- Drive development and implementation of community energy and emissions plans that aim to reduce energy (including electricity) consumption and greenhouse gas emissions
- Lead policy development and implementation to advance energy conservation and efficiency
- Act as a champion and project manager for key energy efficiency initiatives
- Raise awareness about BC Hydro programs and incentives available to residents and businesses in your community

The offer

We'll provide up to 50% of the salary of a full-time senior staff member (to a maximum of $50,000 per year) for two years (funding reviewed and renewed annually).

This is for you if...

Your local government or regional district is within the BC Hydro service area and meet one of the following criteria:

- Population over 75,000
- Champion community – population over 20,000 with a council-approved CEEP (or equivalent) and demonstrated leadership in electricity demand-side management

How to apply

To explore how your community could benefit from a community energy manager, or receive financial support for one, please contact sustainablecommunities@bchydro.com or give us a call at 1 866 522 4713.

Presentation to Islands Trust Council

By Akasha Forest and Dave Ages
On behalf of Gulf Islands Front Lines

Address: 391 Cain Rd., Galiano Island, V0N 1P0
Emails: daveandvirginia@gmail.com galianoforest@gmail.com

Date of presentation: Meeting of March 10 – 12, 2020

The Wet'suwet'en Nation and the Coastal Gaslink LNG Pipeline

As members of Trust Council are aware, the conflict involving the Wet'suwet'en Nation and the Coastal GasLink fracked LNG pipeline has been very much in the news. But, the issues underlying this situation go to the root of fundamental questions facing every person in Canada. What does Indigenous sovereignty and reconciliation mean? How will the requirements of UNDRIP be implemented? Will our economy continue to be based on the burning and export of fossil fuels? Or, will we take seriously the need to transform to a low greenhouse gas economy?

How the current conflict on Wet'suwet'en land is resolved will impact all of the above issues. As such, this is one of those times when inaction is not an option. We are asking Trust Council, consistent with its proud history and the principles of the Trust Mandate, to stand with the Wet'suwet'en Nation.

The Coastal GasLink pipeline from northeastern BC to Kitimat would supply gas to the LNG Canada liquification plant there. The liquified natural gas (LNG) would then be transported by tanker to Asian markets. The pipeline is planned to run directly through the unceded Territories of several Indigenous Nations. This includes the Territory of the Wet'suwet'en Nation which comprises 22,000 square kilometers roughly between Burns Lake and Smithers. The Wet'suwet'en Hereditary Chiefs have stated their opposition to this project

Gulf Islanders have been deeply engaged in this issue for some time now. Well over 50 people from these Islands have been to and helped to build up the Unist'ot'en Village, which stands at the centre of the conflict. A number of meetings and events have been held in the Gulf Islands in support of the Wet'suwet'en stand. Over one third of the funds to pay for the construction of the Unist'ot'en Healing Lodge and other Village structures was raised on these Islands.

At the end of this presentation, we have included a draft resolution which we are hoping Trust Council will adopt.

The Environmental Issues

The life cycle green house gas footprint of fracked LNG is roughly equivalent to that of coal. Natural gas in BC is almost entirely extracted by fracking. Fracking is a process where huge amounts of water and toxic chemicals are forced underground under extreme pressure to fracture the rock formations and release the gas. Fracked gas wells last only a few years so the process of fracking has to be constant. Fracking fouls aquifers and causes earthquakes. Natural gas is actually methane and large amounts of this gas leak from operating and abandoned wells. Methane is a greenhouse gas 85 times

worse than carbon dioxide.

The process of getting the gas to market takes huge amounts of energy. First there is the fracking process, then moving the gas by pipeline to tidewater, compressing the gas into a liquid, transporting the gas by tanker across the Pacific, turning the LNG back into gas, and, finally, burning the gas to produce heat or electricity. When all this is added up, the life cycle green house gas emissions of fracked LNG are roughly equivalent to that of coal.

If the LNG Canada project goes ahead, greenhouse gas emissions in BC would skyrocket and there would be no possibility of meeting our Paris Climate Accord commitments.

The Issue of Indigenous Consent

Only the Hereditary Chiefs can give consent and they have not.

CGL has signed benefit agreements (which should not be taken to mean consent) with Band Councils along the route of the pipeline. Band Councils are similar to municipal governments. They are creations of the Federal government which gives them money to provide services such as schools, housing, and social services on Reserves. Band Councils have no authority beyond the borders of their Reserves and certainly have no authority to grant permission to a Company to build a pipeline. Most Band Councils have insufficient funds to provide all the services their people need. CGL has given in the range of a billion dollars to various Band Councils in the form of grants and service contracts.

No part of this pipeline will be on any Reserve land. Asking permission from Band Councils to build Coastal GasLink is like asking the Islands Trust and CRD for permission to build a pipeline across Georgia Strait.

The Hereditary Chief system has operated for thousands of years. Chiefs are chosen through an elaborate process which includes gaining the consent of their people. The main responsibility of these Chiefs is to protect the land for future generations. The Supreme Court of Canada, in a series of decisions going back 22 years, has declared that it is only the Hereditary Chiefs who can grant consent regarding the use of their land. In spite of this, at no time has CGL or the Provincial or Federal governments approached the Hereditary Chiefs of the Wet'suwet'en Nation to seek their consent.

The Question of economic benefits to BC

There will be very little, if any, benefit to the people of BC from this project.
The main investors in the LNG project are gas consuming countries - China, Japan, Korea and Malaysia. Their goal is to keep the price of natural gas as low as possible. The Provincial and Federal governments have granted so many concessions to the Companies that there will be very little benefit for BC or Canada. The project received an exemption from tariffs on all their imports - which is most of the material that will be used in the construction process. They have been exempted from the Carbon Tax. Royalties were set at the ridiculously low rate of 3.5%. And on and on and on.

Once the construction phase is complete, the number of permanent jobs will be counted in the dozens. And, if there is a bunker fuel spill from one of the LNG tankers or if one of the tankers explodes (which would be like a small atomic bomb) our coastal industries (fishing, tourism, etc.) could be devastated.

Accordingly we ask that Trust Council adopt the following Resolution (adapted from the one recently adopted by Victoria City Council).

Thank you

Resolution: Declaration of Solidarity with the Wet'suwet'en People

WHEREAS the Wet'suwet'en hereditary chiefs, whose representative role is recognized by the Supreme Court of Canada, have indicated a lack of consent for the Coastal GasLink pipeline through their unceded territory;

AND WHEREAS the United Nations Committee on the Elimination of Racial Discrimination and the BC Human Rights Commissioner have called on the Governments of British Columbia and Canada to respect Wet'suwet'en law, rights and title by suspending permits authorizing construction of the Coastal GasLink pipeline until they grant their free, prior and informed consent, following the full and adequate discharge of the duty to consult;

AND WHEREAS these entities have warned of the risk of state violence against Wet'suwet'en People opposing the pipeline through non-violent methods, including the risk of an RCMP response and use of lethal force;

AND WHEREAS Canada has endorsed the United Nations Declaration on the Rights of Indigenous People, which includes a commitment to "consult and cooperate in good faith with the indigenous peoples concerned through their own representative institutions in order to obtain their free, prior and informed consent before adopting and implementing legislative or administrative measures that may affect them";

AND WHEREAS Canada is a party to the United Nations Framework Convention on Climate Change and the Paris Agreement, which include commitments to substantially reduce greenhouse gas emissions and pursue efforts to keep global warming below 1.5 degrees Celsius and avoid the worst impacts of the climate crisis;

THEREFORE BE IT RESOLVED THAT the Islands Trust Council calls on the Governments of British Columbia and Canada to suspend permits authorizing construction of the Coastal GasLink pipeline and commence good-faith consultation with the Wet'suwet'en People;

AND BE IT FURTHER RESOLVED THAT the Islands Trust Council calls on the Governments of British Columbia and Canada and the RCMP to end any attempt at forced removal of Wet'suwet'en People from their traditional territories and refrain from any use of coercive force against Wet'suwet'en People seeking to protect their land and sovereignty from the construction of the Coastal GasLink pipeline.

Delegation Request - Gulf Islands Alliance

-----Original Message-----
From: Graham Brazier
Sent: Wednesday, February 19, 2020 9:39 AM
To: Lori Foster <lfoster@islandstrust.bc.ca>
Subject: Delegation Request

Hi Lori

The Gulf Islands Alliance would like to request an opportunity to address Trust Council at its next meeting on Salt Spring Island on the subject of Forestry

Jan Slakov will be our representative.

Thank You
Graham

Graham Brazier
Denman Island, B.C.

Islands Trust Council
Proposed 2020/21 Budget
3:15pm – 5:30pm Wednesday, March 11, 2020

Purpose:

- To provide Trust Council (TC) with an overview of the Financial Planning Committee's recommendation to Trust Council for the Islands Trust 2020/21 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 and amendments from Trustees in advance of Trust Council's budget approval on Thursday, March 12, 2020.

Chair: Peter Luckham, Chair, Islands Trust Council

Resources: Peter Grove, Chair, Financial Planning Committee (FPC)
Julia Mobbs, Director, Administrative Services
Russ Hotsenpiller, Chief Administrative Officer (CAO)
Clare Frater, Director, Trust Area Services (TAS)
David Marlor, Director, Local Planning Services (LPS)

Introduction *(5 minutes)*	Peter Grove, Chair, FPC
Comments *(5 minutes)*	Russ Hotsenpiller, CAO

Proposed 2020/21 Budget *(35 minutes)*
• Budget Assumptions and Principles
• Budget Overview
• Briefing – Changes to the Budget since December TC
• Budget Detail
• Funding Requests Summary
  ○ Strategic Plan Initiatives
  ○ Operational Initiatives
  ○ Local Trust Committee Initiatives
  ○ Salt Spring Island Local Trust Committee Special Property Tax Requisition
• Public Feedback Received
	Julia Mobbs, Director, Administrative Services

Questions/Comments/Discussion *(90 minutes)*	Trustees

NEXT STEPS:
Thursday, March 12, 2020 - debate and consideration of adoption of Trust Council Bylaw No. 178, Financial Plan Bylaw 2020/21, which implements the 2020/21 budget.

ISLANDS TRUST
Draft 2020/21 Budget
Assumptions and Principles
March 2020

Draft Budget Development Process:

During the budget cycle, each line of the detailed draft budget is developed by the responsible manager, giving consideration to previous years' actual spending, prior year's budgets, and future work programs and services (including Trust Council's Strategic Plan initiatives). Planning staff review planning project needs with Local Trust Committees and identify top priorities. The Islands Trust Conservancy Board requests budget funding levels appropriate to support the goals in its Regional Conservation Plan and other fiscal initiatives. Directors review their respective Committee work programs to ensure work plan activities are appropriately funded. The Director, Administrative Services reviews the planned spending for reasonability where appropriate, and compiles the detailed budget for the year along with finance staff. The draft budget detail is reviewed by the CAO and by the Islands Trust management team prior to being submitted to the Financial Planning Committee (FPC) for review and consideration in October and November of each year. A first recommendation of the draft budget is forwarded from FPC to Trust Council in December of each year, or in the case of election years, the following January. Amendments are received from Trust Council and incorporated into the next budget draft, which is reviewed by FPC in January and February each year. The final budget recommendation from FPC is received by Trust Council in March each year for final deliberation and approval consideration.

REVENUES			
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE & STATUS (where applicable)**
1	**Fees and Sales**	Assumed that application fees will be reviewed with the view to potentially increase these across the Trust Area. Assumed this review will not be complete in time to incorporate into the 2020/21 budget. Assumed that application volumes will remain at current high levels.	Historical review of application fees revenue, and anticipated activity in the Trust Area. No recommendations for changes to fees has come forward as a result of the LPC fee review work at the time of the budget draft as such no new information has been incorporated.
2	**Provincial Grant Funding**	Assumed that funding received from the Province will be received, and will remain consistent with prior years.	Prior year funding levels.
3	**Property Taxes - General**	Assumed property tax revenue will be required to balance the Islands Trust budget.	Draft budget planned expenditures less other revenue sources.

4	**Non-market Change (NMC) Growth in Property Taxes**	The property tax base within the Islands Trust Area will grow due to new development activity.	BC Assessment reports indicate non-market growth for the Gulf Islands. Current NMC factor at 1.29% for Trust LTAs and 1.01% for BIM.
5	**Property Taxes – Special Requisitions**	Assumed SSI LTC will request a special levy to continue the SSIWPA work. Assumed this request will be at lower levels than previous years given surplus funds related to this project.	Trust Council *Policy 6.3.2 Special Property Tax Requisitions* Request for special requisition has been made by the SSI LTC for continued funding of SSIWPA.
6	**Property Taxes – Bowen Island Municipality**	Assumed relevant policy regarding this requisition will remain largely unchanged.	Trust Council Policy *7.2.6 Municipal Property Tax Requisition Calculation*
7	**Investment Income**	Assumed interest rates will remain consistent with current levels or decrease as projected in financial markets. Assumed Islands Trust will continue to invest in conservative investments in line with LG guidance.	*Community Charter.* BMO investment advisor.
w8	**Other Grant Funding**	Islands Trust will continue to monitor grant opportunities available for corporate work, but does not expect significant inflows of revenue from this source. Any budgeted revenue from grant funds for projects will be offset by a budgeted expense for the same amount, to ensure appropriate conservatism in the budget.	Current grant programs available to Islands Trust and historical inflows of grant funding.
EXPENSES			
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
9	**Inflation**	The cost of most goods and services will rise in line with inflation.	Consumer Price Index (CPI) for Victoria, as reported by Statistics Canada, at 3.1% based on reported figures for December 2019.
10	**Staffing Levels**	Assumed current staffing levels are appropriate to carry out the existing services 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.	Current staffing levels, + one new staff as recommended in the 2018 Local Planning Services Review.

11	**Staffing Salaries and Benefits**	Assumed that staff will continue to be appointed subject to the *Public Services Act* and the *Public Service Labour Relations Act*, in accordance with the *Islands Trust Act*. Assumed costs for staff salaries and benefits will rise in accordance with relevant legislation and union agreements.	*Public Service Labour Relations Act* (all staff). *Public Services Act* and PSA Policy on salary administration for management employees (exempt staff). BCGEU union agreement (union staff). Public Service Agency (benefits costs/rate, all staff). The benefit rate has been confirmed to remain the same at 25.4%.
12	**Trustee Remuneration**	Assumed that no changes will be made to the guiding policy for Trustee Remuneration. Assumed that the number of meetings requiring payment to trustees will remain consistent with the current fiscal year.	Trust Council's Policy 7.2 *Trustee Remuneration*. (census information 2016, stats Canada CPI information)
13	**Office Facilities**	Assumed that office locations for staff will remain in Victoria, on Salt Spring Island and on Gabriola Island. Assumed that no change in space requirements will take place. Assumed that Islands Trust will continue to lease office space for trustees on Denman Island, Galiano Island, North Pender Island, Mayne Island, and Saturna Island subject to trustee needs.	Trust Council Policy *7.4.4 On-Island Trustee Offices.* Existing multi-year office leases.
14	**Local Planning Services**	Assumed that Islands Trust Council will continue to provide sufficient funding for LTCs to carry out their primary function of land-use planning and regulatory activities within their local trust area, as permitted by the *Islands Trust Act.* 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.	Local Planning Services Review 2018 Strategic Plan 2018-2022 Trust Council Policy 5.9.1 *Best Management Practices for Delivery of Local Planning Services to Local Trust Committees*
15	**Planner Resource Allocation**	The current work program system which allocates planner time to LTCs may change pending completion of the LPS review.	LPS Review 2018 Strategic plan 2018-2022 implementation

		Resources will continue to be fairly evenly distributed between the three planning regions (North, South, Salt Spring)	
16	**Strategic Plan Projects**	Assumed Trust Council will adopt a new strategic plan in the current fiscal year to inform the coming fiscal year. Assumed projects underway as part of the current strategic plan will be seen through to completion.	Trust Council Strategic Plan 2018-2022
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
17	**General Surplus**	Assumed that accumulated surplus funds will be drawn down more or less in line with the current year financial plan, leaving the opening balance for fiscal 2020/21 at a healthy level. Assumed no changes will be made to policy guiding the minimum balance.	Trust Council's *policy 6.5.1 Reserves and Surplus* , section D.6, recommends a minimum level of General Revenue Surplus as "*three months of expenses net of three months of revenue, excluding revenue from property taxes or the provincial grant*".
18	**LTC-Specific Reserve Fund**	Assumed Trust Council will continue to make use of the LTC-Specific Reserve Fund.	Consolidated report of approved, planned LTC projects for the coming fiscal year, provided by Local Planning Services and LTCs. Assumed funds will be placed from GRSF to this reserve fund at fiscal end as needed.
19	**Special Property Tax (SSIWPA) Surplus Fund**	Assumed accumulated surplus funds for SSIWPA will be considered in the SSIWPA and SSI LTC request for a special requisition.	Surplus funds from March 31, 2019 plus anticipated unspent funds from fiscal 2019/20.

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 11, 2020
From:	Financial Planning Committee	**Date Prepared:**	February 14, 2020
SUBJECT:	**Draft 2020/21 Budget Overview and Highlights**		

PURPOSE:

To review the draft 2020/21 budget and related documents with Trust Council, to facilitate discussion and receive recommendations on changes if needed or desired.

BACKGROUND:

The draft 2020/21 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 September and December meeting.
- The Timelines for 2020/21 Budget Process reviewed by Financial Planning Committee at their August meeting.
- The Islands Trust Strategic Plan 2018 - 2022 approved by Trust Council in December 2019.
- Budget funding requests brought forward by senior management that have been recommended by FPC for inclusion in the budget and reviewed by Trust Council in December 2019.

To date, the following stakeholder groups have provided input into the draft 2020/21 budget:

Stakeholder Group	Overall Responsibilities	Actions Taken to Date
Trust Council	Ownership and approval of the overall annual budget and five-year financial plan bylaw for Islands Trust.	Review and debate on the draft budget in December.
Financial Planning Committee	· Develop and recommend the annual budget to Trust Council. · Present the recommended budget to Trust Council and provide guidance into the decision-making process. · Review all budget funding requests prior to inclusion in the budget recommendation for Trust Council. · Recommend the appropriate balance to be maintained in the General Revenue Surplus Fund. · Review and approve current year financial reporting to Trust Council.	August – Budget Assumptions and Principles reviewed. October – Draft 1, Version 1 of the budget reviewed. November – Budget Assumptions and Principles reviewed along with Draft 1, Version 2 of the budget. January – Draft 2, Version 1 of the budget reviewed.

		February - Budget Assumptions and Principles reviewed again along with Draft 2, Version 2 of the budget. Budget forwarded to Trust Council with recommendation to approve.
Local Trust Committees	Consider the provisions of Policy 6.3.ii *Special Property Tax Requisitions* 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 received to continue funding the SSIWPA project. LTC resolution is included in the budget package.
Trust Area Municipalities (Bowen Island Municipality (BIM))	As per *Policy 7.2.vi Municipal Tax Requisition Calculation,* all documents used to estimate the municipal tax requisition will be forwarded to the Treasurer of an island municipality for review with a request that the island municipality Treasurer submit any concerns about the accuracy and completeness of the municipal tax requisition to Islands Trust.	Executive Committee and select senior staff met with the BIM mayor and councillors in March to continue dialogue on the municipal tax requisition. The Director, Administrative Services has been in communication with the BIM CFO to discuss the proposed tax requisition to BIM for 2020/21.
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 and TC 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 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 2020/21 draft budget has been completed with results being reported to FPC in February for consideration in forming the final budget draft for Trust Council.

Role of Trust Council:
The role of the Trust Council at its March meeting is to review the recommended draft budget and provide direction for changes as needed. Trust Council will then approve the annual budget and five-year financial plan bylaw, after considering the public input received and the recommendations of the Financial Planning Committee and hearing from Trust Council as a whole. 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 the day following budget debate.

DRAFT 2020/21 BUDGET HIGHLIGHTS:
Note: Changes to the budget amounts since the December Trust Council meeting are shown in blue font, to more easily highlight the areas that have changed since last review.

Draft 2, version 2 of the fiscal 2020/21 budget presents an overall increase of 4.3% ($337,879) (formerly 2.7% and $211,931) over the approved budget for fiscal 2019/20. Details on planned revenues and planned expenditures include the following:

Planned Revenues:

Local Trust Area (LTA) Taxes:

- A proposed 2.0% ($133,935) (formerly 1.5% and $100,451) average tax increase across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 1.3% ($86,388) (formerly 0.99% and $66,298) average tax increase across Local Trust Areas (LTAs) to account for the Non-Market Change (NMC) factor, which is an increase to the tax base for new construction and developments. This figure is based on the NMC report from BC Assessment as at January 2020.

The total tax dollar change from LTAs over last year's budget is an increase of $220,323 (3.3%).

Bowen Island Municipality Taxes:

- A proposed 5.0% ($16,423) tax decrease (formerly a 2.7% and $8,972 increase) to Bowen Island Municipality (BIM) for their contribution to the Trust Council and Islands Trust conservancy and related administration costs portion of the Islands Trust budget.
- An anticipated 1.0% ($3,329) (formerly 1.08% and $3,560) tax increase to BIM to account for the Non-Market Change (NMC) factor, which is an increase to the tax base for new construction and developments. This figure is based on the NMC report from BC Assessment as at January 2020.

The total tax dollar change from BIM over last year's budget is a decrease of $13,094 (-4.0%).

Special Tax Requisitions:

- An anticipated special property tax levy for the SSI LTA has been budgeted at the amount requested by the SSI LTC of $75,500 to continue funding the SSI Watershed Protection Alliance (SSIWPA) initiative. The actual amount requested for this special levy, if continued, will be determined based on resolution from the SSI Local Trust Committee (LTC) and subsequent Trust Council approval, and will likely take into account unspent special levy funds of approximately $24,000 from fiscal 2019, plus any unspent funds from the current fiscal 2020.

Surplus Funding:

- A transfer of $342,150 (formerly $242,150) (2019/20 - $81,000) from the General Revenue Surplus Fund, of which $175,650 (formerly $161,650) is allocated to strategic plan initiatives, $10,500 is allocated to operational projects,

$42,500 (formerly $nil) is allocated to projects carrying over from the current fiscal year, and $113,500 (formerly $70,000) is unallocated and applied towards ongoing annual operations. Allocation of surplus funds toward ongoing annual expenditures is not a generally a budgeting best practice in most scenarios, however has been suggested helpful in the current year to alleviate pressures against tax levy increases. It is important to note that this approach, while helpful in the current year to achieve this end, may result in a higher tax increase in the subsequent year. Application of surplus towards our ongoing annual operations does not cause strain to the minimum recommended balance per Trust Council policy (discussed later in this report), and is a way to make use of accumulated funds collected in previous fiscal years.

- A transfer of $71,500 (formerly $63,500) (2019/20 - $75,000) from the LTC-Project Specific Reserve Fund to fund ongoing LTC projects and anticipated new projects that may arise in the fiscal year (see Appendix B for a summary list of these projects).

Other Revenue Sources:

- Fees and Sales from applications is set at $115,000 (formerly $150,000) (2019/20 - $160,000) based on historical review of actual revenues from this source, with adjustment considerations for current application trends. Local Planning Committee (LPC) is currently conducting a review of application fees which is set to be complete by the end of the current fiscal year 2019/20. Any recommendations from this review may or may not be accepted by Local Trust Committees (LTCs). If they are accepted, it will take some time to implement and as such no consideration of per unit application fee changes has been made in this draft of the 2020/21 budget.
- The Provincial Grant funds have been budgeted at historical levels of $180,000 (2019/20 - $180,000). Executive Committee and Trust Council are currently strategizing how best to approach the province to increase this funding, and any required adjustments from this work will be made to the draft budget as the budget cycle continues.
- Interest and other income is budgeted at $85,000 (formerly $80,000) (2019/20 - $80,000) based on known investment returns from existing investments, plus estimated returns on the investment of 2020/21 property tax funds, accounting for anticipated slight decrease in interest rates.
- Grant income is estimated at $12,000 (2019/20 - $12,000). To acknowledge the inherent uncertainty and contingent nature of this revenue stream, an equal and offsetting amount has been included in planned expenditures to ensure a balanced budget even in the event that no grant income is realized in the fiscal year.

Planned Expenditures:

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at $5,114,942 (formerly $5,167,908) in the 2020/21 draft budget (2019/20 - $4,852,372), representing 62% (formerly 63%) of the overall draft budget. Staffing levels, by department, expressed as Full-Time Equivalents (FTE), are broken down as follows:

- Executive and Legislative Services – 2.8 FTE
- Trust Area Services – 4.2 FTE
- Islands Trust Conservancy – 5.6 FTE
- Local Planning Services – 28.9 FTE
- Bylaw Enforcement – 4.6 FTE
- Administrative Services – 9.0 FTE
- TOTAL = 55 FTE

Factors influencing this expenditure line item include:

- A total of one new staffing request for a Planning Technician (Grid 18). This new role is considered as part of the 2017 LPS Review implementation. This would be a permanent position, unless Trust Council provides direction for this role to be trialed on a temporary basis. A business case for this new staff member is included with the funding requests in this agenda.
- General changes to staffing:
    - A request to make the currently temporary Islands Trust Conservancy (ITC) staff role of Covenant Monitoring and Outreach Specialist a permanent position. A business case for this request is included with the funding requests in this agenda.

    - A request to make the currently temporary Local Planning Services (LPS) staff role of Freshwater Specialist a permanent position. A business case for this request is included with the funding requests in this agenda.
    - A request to fund a GIS-co-op student as is keeping with previous years. A business case for this co-op student is included with the funding requests in this agenda.
    - A request to remove a Planner 1 position in the Salt Spring Island (SSI) office and replace it with a Planner 2 position. A business case for this request is included with the funding requests in this agenda.
    - The removal of the ITC manager position from the BCGE Union, into an excluded management position. This change is to reflect how the role has grown and developed over time. This change is pending final review and approval from the Public Service Agency (PSA) and the BCGEU however no challenges are anticipated by staff at this time.
- Staff salaries and benefits have been adjusted from previous years for the following factors:
    - A 2.0% wage increase for all BCGEU staff members, effective April 1, 2020.
    - An adjustment for all BCGEU staff who will move up 'steps' in their range in the fiscal year (3.0% per step per person).
    - An effective up-to 3.75% wage increase for all excluded staff members, effective July 1, 2020 to anticipate potential increases from PSA received in the fiscal year.
    - An analysis of historical staff overtime has been performed and used to budget for estimated overtime in fiscal 2020/21. Overtime costs currently make up approximately $44,128 (formerly $98,000) (2019/20 - $38,500) of the total salaries and benefits expense, which equates to approximately $55,336 (formerly $100,000) (2019/20 - $48,000) when grossed up to include the cost of benefits associated with potential payouts of this expense. Overtime costs have risen slightly due in part to a change in BCGEU overtime rules for LPS staff that became effective in the current fiscal year. This change results in overtime rules for LPS staff being applied after fewer hours worked per day than in previous years. The increase can also be attributed to a rise in required staff travel for ITC and Trust Area Services (TAS) staff as well as improved incorporation of historical overtime analysis into the budgeting process.
    - Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years per PSA, and is estimated at $1,030,666 in the 2020/21 draft budget. This payment to PSA is made to pay for items such as: employer portions of CCP, EI, EHT, and pension contributions for staff; extended benefit plan premiums for staff; and other fringe benefits for staff.
    - No allowance for staff turnover has been made in the 2020/21 draft budget (2019/20 – ($38,500)) as it is expected any savings realized through staff vacancies will be offset by the hiring of temporary or contracted human resources to ensure adequate production of planned work for the fiscal year.

Trustee remuneration remains quantified by Trust Council policy *7.2.1 Trustee Remuneration* and amounts to $595,113 (formerly $589,424) in the 2020/21 draft budget (2019/20 - $569,230). Factors influencing this figure include the following:

- An anticipated 3.1% (formerly 2.0%) increase to base remuneration to adjust for CPI changes, based on previous year's Statistics Canada report for the Victoria area. This rate has been adjusted based on new Statistics Canada reports.
- No change to population figures which are updated every five years in line with census reports issued by Statistics Canada.
- Adjustments for the number of folios by LTA as provided by BC Assessment.
- Inclusion of employer CPP contributions at new rates of 5.25% and 5.45% as at January 1, 2020 and January 1, 2021 respectively.
- Extended benefit premiums remain at levels consistent with previous years as no change in these rates is expected, per UBCM correspondence received in October 2019.
- Employer Health Tax (EHT) remains at 1.95% of base salary.
- Inclusion of committee meeting remuneration for Council Committee members at a rate of $150/meeting for Committee Chairs and $100/meeting for Committee members.

Trust Council meeting expenses have been budgeted under the assumption that the status quo will remain in regards to Trust Council meeting logistics. That is, this draft of the budget assumes Trust Council will continue to meet quarterly, with three meetings on-islands and one meeting in Victoria, BC. As discussion around potential changes to the status

quo unfold, expenditures in this area will be adjusted as needed and as determinable. Current planned spending for Trust Council meetings in the 2020/21 draft budget is $95,000 (2019/20 – $84,000) averaging a cost of $23,750 per meeting, which is in line with fiscal 2017 levels of spending for Trust Council meeting costs, plus a small $3,500 buffer.

LTC-specific project expenses are budgeted at $71,500 (formerly $63,500) (2019/20 - $75,000) for LTC projects that are currently ongoing and expected to carry over into the 2021 fiscal year ($15,500, see Appendix B for project list), plus an allowance for upcoming, currently unknown LTC projects ($48,000) and an $8,000 allowance for potential First Nations capacity funding. These projects will continue to be funded from monies in the Special Purpose LTC Project Reserve fund.

Islands Trust Conservancy expenses, excluding ITC staff salaries and benefits, amount to $167,600 in the 2020/21 draft budget (2019/20 - $176,162). Included in this figure is a $7,000 increase to planned property management expenses to account for the fact that ITC has acquired five covenants and four nature reserves totalling 162 ha (400 acres) since its last property management budget increase. This represents a significant growth (14.0%) in ITC-managed land. Land management costs are also increasing due to the need to revise old management plans, which incur costs for archaeological reviews, species-at-risk surveys, and management needs related to a changing climate. The property management budget has historically not kept pace with these needs. The proposed property management increase, along with the proposed-to-be-made-permanent Covenant Management and Outreach Specialist position are recommended to help ITC keep up with its property management commitments. ITC has identified planned expenditure decreases in other areas of departmental spending to a net $15,562, and so has not included a business case for the $7,000 property management increase.

Office leases and associated costs amount to $458,000 (formerly $457,770) (2019/20 - $438,100). Main staff office spaces remain in Victoria, and on Gabriola Island and on SSI. Smaller on-island office leases remain in use on Galiano Island, Mayne Island, Pender Island, Saturna Island, and Denman Island used mainly by trustees and LPS staff for meetings with members of the public. The Saturna Island office is a new addition in the 2020/21 draft budget, while increases have been seen in all other office spaces with the exception of Denman Island.

Computer Hardware and Software expenses have been budgeted at $90,600 (formerly $88,600) (2019/20 - $60,900) which includes a $40,000 planned expenditure to replace the Islands Trust storage area network (SAN) which is nearing the end of its useful life, and simultaneously, the support agreement for this asset is expiring. This asset is on a 5-year replacement schedule in line with the Information Services (IS) operations support plan.

Contracted Services are budgeted at $58,500 in the 2020/21 draft budget (2019/20 - $79,000) for planned services acquired from external providers, generally related to specialized areas of work. The bulk of this planned spending decrease comes from a reduction in ACCPAC consulting services ($4,000), a reduction in LPS scientific technical contracts ($7,000), and a reduction in Trust Area Services advocacy support services ($4,000).

Strategic plan projects with budget funding requests reflect the initiatives approved by Trust Council at their September 2019 meeting as part of the interim strategic plan, and amount to $212,650 (formerly $225,650) (2019/20 - $225,000), broken down as follows:

- Map the extent of eelgrass and kelp beds throughout the Trust Area ($50,000)
- Develop a regional freshwater strategy ($4,000)
- Review Foreshore Policies/Bylaws and Develop Model Policy ($10,000)
- Map and Develop Water budgets for groundwater aquifers ($nil – removed at direction of Trust Council. Formerly $50,000)
- Develop climate change, demographic, and environmental indicator data sets ($5,000)
- Broadcast public meetings (trial run with select LTCs) ($7,100)
- Develop and implement a stewardship education program ($15,000)
- Adopt and implement a Reconciliation Action Plan ($17,550)
- Amend the Policy Statement introductory + definitions sections ($45,000)
- Housing Initiatives: 1 per year ($10,000)
- Secretariat function ($12,000)
- Prior year project carryover for Website Renewal ($27,000)
- Prior year project carryover for Groundwater Sustainability Mapping ($10,000)

Operational projects and departmental functions with budget funding request business cases amount to $16,000 (formerly $10,500) in the 2020/21 draft budget (2019/20 - $19,500), broken down as follows:

- Salish Sea Conference attendance for trustees ($5,000)
- Electronic Records Management Clean-up and Wrap-up ($5,500)
- Prior year project carryover for Photo Management ($5,500)

Budget funding request business cases for all strategic and operational initiatives are included in this agenda package for review.

Surplus funds in the Accumulated Surplus Fund are expected to remain above the recommended minimum balance per Trust Council policy based on the current draft of the 2020/21 budget. At the end of fiscal 2020/21, surplus is expected to be at approximately 117% of the recommended balance, or approximately $2.2M.

Key Subject Areas:

Climate Action remains a focus for Islands Trust moving into next fiscal year. Planned projects, initiatives, and dedicated staff resources in the draft budget that contain, or may contain, elements of climate action total $431,250 and include the following:

- Mapping the extent of eelgrass and kelp beds throughout the Trust Area ($50,000) is important to support future efforts to protect and restore eelgrass which can sequester and store significant amounts of carbon. Knowing the current extent of eelgrass beds is necessary for establishing and monitoring carbon sequestration and storage in the foreshore of our islands.
- Amending the Policy Statement introductory + definitions sections ($45,000) will undoubtedly result in recognition of climate change in the Islands Trust Policy Statement which will guide future decision-making.
- Developing climate change, demographic, and environmental indicator data sets ($5,000) will result better information on how to measure appropriate and feasible climate change, demographic and environmental data sets, as well as performance criteria for measuring climate change mitigation and adaption efforts.
- Developing and implementing a climate-change-focused stewardship education program ($15,000) will result in climate-change-related programming to target audiences.
- Continuation of the Freshwater Specialist position ($105,046) will ensure dedicated focus and attention to natural fresh water resources, allowing for better planning and strategy to ensure sustainable use of these resources in the Trust Area.
- Continuation of the Covenant Management and Outreach position ($84,754) will result in an additional staff position focussed on covenants and outreach which could result in protection and stewardship of forests that sequester carbon. Will also increase the time available to the existing Property Management Specialist for building strategies to address climate change impacts on ITC properties.

Water resources within the Trust Area continue to receive attention and dedication of budget funds through a variety of different projects and undertakings, totaling $257,546 in the draft budget. Planned work in this area for next fiscal year includes the following:

- Developing a regional freshwater strategy ($4,000)
- Continuation of the Freshwater Specialist position ($105,046)
- Continued funding of the SSI Watershed Protection Alliance ($98,500)

ATTACHMENT(S):

1. **Appendix A: Budget 2020/21: Draft 2, Version 2 Detail**
2. **Appendix B: LTC-Project Specific Reserve Fund**
3. **Appendix C: Surplus Funds allocation**

FOLLOW-UP:

As directed by Trust Council.

Prepared By: Julia Mobbs, Director, Administrative Services
Reviewed By: Russ Hotsenpiller, Chief Administrative Officer
Financial Planning Committee/February 19, 2020

ISLANDS TRUST

2020/21 Budget Draft 2, V2

	2018/19	2019/20		2020/21			
	Audited ACTUALS	Approved BUDGET	Q3 Forecast	Draft BUDGET	*$ Increase (Decrease) from Prior Year Budget*	*% Increase (Decrease) from Prior Year Budget*	*$ Increase (Decrease) from Forecast*
Revenue							
Fees & Sales	166,154	160,000	100,000	115,000	*(45,000)*	*-28.1%*	*15,000*
Provincial Grant	180,000	180,000	180,000	180,000	-	*0.0%*	-
Property Tax Levy - LTA	6,312,331	6,501,701	6,696,752	6,696,752	*195,051*	*3.0%*	*(0)*
Property Tax Levy - LTA General Increase	126,247	130,034	-	133,935	*3,901*	*3.0%*	*133,935*
Property Tax Levy - LTA NMC Increase	63,123	65,017	-	86,388	*21,371*	*32.9%*	*86,388*
Property Tax Levy - Bowen	293,933	329,634	329,634	329,634	-	*0.0%*	-
Property Tax Levy - Bowen General Increase	-	-	-	(16,129)	*(16,129)*	*#DIV/0!*	*(16,129)*
Property Tax Levy - Bowen NMC Increase	-	-	-	3,329	*3,329*	*#DIV/0!*	*3,329*
Special LTC Tax Requisition - SSIWPA	98,500	98,500	98,500	75,500	*(23,000)*	*-23.4%*	*(23,000)*
Interest Income	104,385	80,000	113,023	85,000	*5,000*	*6.3%*	*(28,023)*
Other income	8,692	152,000	152,000	-	*(152,000)*	*-100.0%*	*(152,000)*
Grant income - projects	8,329	12,000	27,667	12,000	-	*0.0%*	*(15,667)*
Total Revenue	**7,361,694**	**7,708,886**	**7,697,576**	**7,701,409**	*(7,477)*	*-0.1%*	*3,833*
Expenses							
Amortization	79,978	75,000	140,000	140,000	*65,000*	*86.7%*	-
Applications sponsored by Exec Committee	10,050	5,000	3,500	5,000	-	*0.0%*	*1,500*
History and Heritage Funding Grants-in-Aid	1,500	5,000	5,000	5,000	-	*0.0%*	-
Audit	23,725	20,000	20,000	20,000	-	*0.0%*	-
Bank Charges & Interest	3,176	4,000	4,000	4,000	-	*0.0%*	-
Board of Variance	747	500	1,650	1,100	*600*	*120.0%*	*(550)*
Carbon Offset Purchases	300	500	500	500	-	*0.0%*	-
Communications	40,666	40,000	29,000	39,000	*(1,000)*	*-2.5%*	*10,000*
FN Protocol Funds	-	5,000	6,607	-	*(5,000)*	*-100.0%*	*(6,607)*
Information Systems	181,572	213,330	192,342	206,700	*(6,630)*	*-3.1%*	*14,358*
Contingency	48	14,000	10,500	12,000	*(2,000)*	*-14.3%*	*1,500*
Contract Services	96,265	79,000	79,000	58,500	*(20,500)*	*-25.9%*	*(20,500)*
Elections	140,865	7,000	61	5,000	*(2,000)*	*-28.6%*	*4,939*
Insurance	106,588	106,382	124,486	151,385	*45,003*	*42.3%*	*26,899*
Islands Trust Conservancy Administration	87,596	111,250	96,610	111,450	*200*	*0.2%*	*14,840*
Land Title Registrations	3,476	3,000	3,500	1,500	*(1,500)*	*-50.0%*	*(2,000)*
Legal	234,914	175,004	249,738	245,000	*69,996*	*40.0%*	*(4,738)*
Local Trust Committee	75,161	90,000	92,797	90,000	-	*0.0%*	*(2,797)*
Meeting Expense	181,812	125,200	152,500	137,750	*12,550*	*10.0%*	*(14,750)*
Memberships	13,406	15,100	10,000	16,815	*1,715*	*11.4%*	*6,815*
Notices - Statutory & Non-Statutory	19,755	25,000	25,000	25,000	-	*0.0%*	-
Office	511,153	498,178	510,678	507,500	*9,322*	*1.9%*	*(3,178)*
Recruitment	6,471	8,000	8,000	8,000	-	*0.0%*	-
Safety	327	5,000	855	5,000	-	*0.0%*	*4,145*
Salaries & Benefits	4,389,315	4,867,372	4,868,932	5,130,236	*262,864*	*5.4%*	*261,304*
Telephone	42,017	37,800	42,946	37,400	*(400)*	*-1.1%*	*(5,546)*
Training	90,130	122,650	111,521	124,060	*1,410*	*1.1%*	*12,539*
Travel	74,427	96,490	92,714	85,800	*(10,690)*	*-11.1%*	*(6,914)*
Trustee Remuneration	543,689	569,230	569,838	595,113	*25,883*	*4.5%*	*25,275*
Operating Budget Subtotal	**6,959,130**	**7,323,986**	**7,452,274**	**7,768,810**	*444,823*	*6.1%*	*316,535*
Computer	98,021	60,900	84,650	90,600	*29,700*	*48.8%*	*5,950*
Office - Equipment & Furniture	1,835	10,000	10,000	8,000	*(2,000)*	*-20.0%*	*(2,000)*
Office - Renovations and Equipment	11,101	115,000	258,362	-	*(115,000)*	*-100.0%*	*(258,362)*
Capital Subtotal	**110,957**	**185,900**	**353,011**	**98,600**	*(87,300)*	*-47.0%*	*(254,411)*
PROJECTS							
Project - Funded by Grants	-	12,000	10,000	12,000	-	*0.0%*	*2,000*
Project - Funded by Special requisition	96,571	98,500	47,518	75,500	*(23,000)*	*-23.4%*	*27,982*
Strategic Plan objectives	85,260	225,000	165,193	212,650	*(12,350)*	*-5.5%*	*47,457*
Operational	28,344	19,500	10,500	16,000	*(3,500)*	*-17.9%*	*5,500*
LTC Projects	57,713	75,000	80,745	71,500	*(3,500)*	*-4.7%*	*(9,245)*
Projects Total	267,888	430,000	313,956	387,650	*(42,350)*	*-9.8%*	*73,694*
Total Expenditures	7,337,975	7,939,886	8,119,241	8,255,060	*315,173*	*4.0%*	*135,818*
Net Surplus (Shortfall)	23,719	(231,000)	(421,665)	(553,650)			
Add non-cash Item - amortization	n/a	75,000	n/a	140,000			
Capitalise Tangible Capital Asset spending	*completed*	n/a	266,384	n/a			
Transfer from (contribution to) LTC Specific Fund	-	81,000	74,536	71,500			
Transfer from (contribution to) GR Surplus Fund	(23,719)	75,000	80,745	342,150			
Surplus (deficit)	(0)	(0)	(0)	(0)			

ISLANDS TRUST
2020/21 Budget Draft 2, Version 2
Appendix B: List of LTC Projects Funded by the LTC-Project Specific Reserve Fund

Project carry overs currently anticipated:		**Amount**
Galiano - STVR Review continued	$	5,000
Mayne Housing Project continued	$	2,000
Salt Spring Affordable Housing continued	$	500
Lasqueti OCP/LUB Review continued	$	3,000
Hornby OCP/LUB Review continued	$	5,000
Total ongoing projects	$	15,500
Allowance for upcoming LTC projects *(based on $4,000 per LTC excluding BW)*	$	48,000
First Nations Capacity Funding allowance	$	8,000
Total LTC Project Budget for FY2020/21	**$**	**71,500**

Islands Trust
Budget 2020/21 D2, V1
SURPLUS ALLOCATIONS + BALANCES

ALLOCATION OF SURPLUS DRAW TO SPECIFIC EXPENDITURES

	Project/Area	Amount	Area	*Bowen Contrib Factor*	$ Credit Included in Bowen Calc	
Gen	Amount to fund general operations	113,500		*27.7%*	$ 31,491	
Op	Salish Sea Conference	5,000	TC	*100.0%*	$ 5,000	
Op	Electronic Data Management (EDM)	5,500	Admin	*27.7%*	$ 1,526	
Strat	Map Eelgrass + Kelpbeds	50,000	LPS	*0%*	$ -	
Strat	Develop a regional freshwater management strategy	4,000	LPS	*0%*	$ -	
Strat	Review Foreshore Policies/Bylaws + Develop Model Policy	10,000	LPS	*0%*	$ -	
Strat	Map+Develop Water budgets for groundwater aquifers ***REMOVED,	-	LPS	*0%*	$ -	
Strat	Develop set of climate change, demographic + environmental data	5,000	TAS	*100%*	$ 5,000	
Strat	Broadcast public meetings	7,100	Admin	*0%*	$ -	
Strat	Develop and implement a stewardship education program	15,000	TAS	*100%*	$ 15,000	
Strat	Adopt and implement a Reconciliation Action Plan	17,550	TAS	*100%*	$ 17,550	
Strat	Amend the Policy Statement introductory + definitions sections	45,000	TAS	*100%*	$ 45,000	
Strat	Housing Initiatives: 1 per year	10,000	LPS	*0%*	$ -	
Strat	Secretatiat Function	12,000	TAS	*100%*	$ 12,000	
PY	Prior Year project carryover - Website Renewal	27,000	TAS	*100%*	$ 27,000	
PY	Prior Year project carryover - Groundwater Sustainability Mapping	10,000	LPS	*0%*	$ -	
PY	Prior Year project carryover - Photo Management	5,500	Admin	*27.7%*	$ 1,526	
	Total transfer from General Revenue Surplus Fund (GRSF)	**342,150**			**161,093**	*To Bowen Calculation*

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to LPC approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: David Marlor

Business Area: Local Planning Committee

Name of Request:

Map eelgrass for all Trust Area

$50,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

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

Date of Funding Request: October 9, 2019

Funding Required for (date range):April 1 2020

ISSUE/OPPORTUNITY:

As part of the 2018-2022 Interim Strategic Plan, Trust Council voted to support mapping the extent of eelgrass throughout the Trust Area. This is a two-year project and includes mapping of all the Islands Trust Area, excluding Mayne and Bowen, which have already been completed.

The project would be a partnership with SeaChange Marine Conservation Society to map the full extent of the larger eelgrass beds in our region. Note that this project does not include mapping of kelp beds. SeaChange Marine Conservation Society will fundraise for 50% of the cost. They would be able to confirm their contribution in the spring, early in the new fiscal, or late in the current one. The first year's budget (for FY20/21) is around $90,750 and they haven't finished the costing for the second year but anticipate that it would be comparable, of which, Islands Trust would contribute 50% of the total cost. Year two of the project would be submitted as a separate business case for FY21/22.

The southern islands would be done in FY20/21 and the northern islands and Howe Sound islands in FY21/22. Note that Bowen does not need to be done as we received special funding to map polygons from Metro Vancouver in the previous project. Also, Mayne Island has already been done and is not part of this project.

PROJECTED RESULTS/DELIVERABLES:

Complete mapping of the entire Islands Trust Area of eelgrass by the end of FY21/22.

RISK ASSESSMENT:

SeaChange Marine Conservation Society may not be able to raise the funds. In this case, a smaller amount of work may need to be undertaken.

That mapping costs may exceed budget. In this case, either additional funds could be requested, or the timeline extended to allow consideration of further mapping in later fiscal years.

ALTERNATIVES CONSIDERED:

Option 1: Defer work on the project to FY21/22. This option would delay completion of eel grass mapping in the Trust Area by one year.

CRITICAL SUCCESS FACTORS:

Completion of eelgrass mapping for the entire Islands Trust Area by the end of FY21/22.

RECOMMENDED OPTION:

That $50,000 be budgeted for FY20/21 for mapping of eel grass in partnership with SeaChange Marine Conservation Society.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$50,000 for 50% of cost of consultant to undertake work (remainder from outside partner)

Qualitative Analysis:

This will further the Islands Trust mandate and the Strategic Plan of Trust Council by providing mapping to help protect eel grass and foreshore areas. This will allow local trust committee in their planning functions to better protect foreshore environments.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:
As determined by the Local Planning Committee.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Reports to Trust Council via Local Planning Committee.

David Marlor, Director, Local Planning Services	Oct 18, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Local Planning Committee approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: David Marlor

Business Area: Local Planning Committee

Name of Request:

Develop a regional freshwater management strategy that addresses responsibilities under the Water Sustainability Act, identifies water resources throughout the Trust Area, integrates water resource management into land use decision-making, and accounts for the impacts of climate change on island water resources

$4,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

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

Date of Funding Request: November 1, 2019

Funding Required for (date range):April 1 2020

ISSUE/OPPORTUNITY:

Trust Council has adopted a new Strategic Plan. Develop a regional freshwater management strategy that addresses responsibilities under the Water Sustainability Act, identifies water resources throughout the Trust Area, integrates water resource management into land use decision-making, and accounts for the impacts of climate change on island water resources. Staff is recommending that this start in FY20/21 by hiring a facilitator to assist in facilitating a roundtable to develop a long term framework for Islands Trust fresh water program over the next several years.

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY20/21 is to cover costs associated with facilitating a roundtable of academic and professionals in freshwater. $4,000 is reserved for facilitation assistance of a couple of two to three roundtable meetings.

RISK ASSESSMENT:

Risk that the process may take longer than two to three meetings.

ALTERNATIVES CONSIDERED:

Option 1: Hire a facilitator to host a roundtable discussion to develop a framework for Islands Trust water program. Staff and Trustee Patrick met with Oliver Brandes from the University of Victoria to discuss approaches to developing a freshwater framework for the Islands Trust Area. Oliver recommended a roundtable of professionals to advice Trust Council on such a framework.

Option 2: Undertake the work in-house with in-house facilitation. This is not recommended as outside facilitation would remove any potential bias, and bring in a different perspective to the process.

CRITICAL SUCCESS FACTORS:

A draft framework and draft policy out line supporting the framework by March 31, 2021.

RECOMMENDED OPTION:

That $4,000 be budgeted to hire a facilitator to assist in hosting up to three roundtable discussions consisting of academics and professionals knowledgeable in local island fresh water issues with a goal to advising on a freshwater framework for the Islands Trust Area.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$1,000 x 3 for facilitation
$500 for hall/room rental
$500 for incidentals

Qualitative Analysis:

This will further the Strategic Plan of Trust Council by recommending a framework that will then guide the Senior Freshwater Specialists, local trust committees and Trust Council in undertaking work in freshwater.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

A Project Charter would be developed for Local Planning Committee endorsement. The planner assigned to the Local Planning Committee would take the lead in managing the project.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Reports to Trust Council via Local Planning Committee.

David Marlor / Director, Local Planning Services	November 1, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to LPC approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: David Marlor

Business Area: Local Planning Committee

Name of Request:

Create a model development permit area for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect foreshores throughout the Trust Area

$10,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

☐ **Other – please describe: _**Strategic Plan Program

Date of Funding Request: October 9, 2019

Funding Required for (date range):April 1 2020

ISSUE/OPPORTUNITY:
Trust Council has adopted a new Strategic Plan. Review of foreshore regulations and recommended model bylaws are one of the items allocated to the Local Planning Committee. Staff is recommending that this work be undertaken in FY20/21.

PROJECTED RESULTS/DELIVERABLES:

Understanding of existing land use regulations and protections in place along foreshore throughout the Islands Trust Area.

RISK ASSESSMENT:

Risk that local trust committee may not undertake work to enact model bylaws for the protection of the foreshore areas.

ALTERNATIVES CONSIDERED:

Option 1: Undertake the work in-house using dedicated planning staff. This would require allocation of planner time to this project, and a budget of $5,000 to cover legal review.

Option 2: Hire a consultant to undertake the review, and/or development of the model bylaws. Some staff time required to manage the consultant. Budget would need to cover the cost of the consultant estimated at $10,000, plus legal review of $5,000.

CRITICAL SUCCESS FACTORS:

Completion of model bylaws by the end of FY20/21.

RECOMMENDED OPTION:

That $10,000 be budgeted to create a model development permit area for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect foreshores throughout the Trust Area

This is a hybrid of Options 1 and 2, with some work being undertaken by planning staff, with support from a consultant. This would require $5,000 for consulting and $5,000 for legal review.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$5,000 for consulting
$5,000 for legal
$10,000 total request

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

Qualitative Analysis:

This will further the Islands Trust Mandate and the Strategic Plan of Trust Council by providing further protection options for the foreshores in the Islands Trust Area.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:
As determined by the Local Planning Committee.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Reports to Trust Council via Local Planning Committee.

David Marlor, Director, Local Planning Services	October 18, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Trust Programs Committee approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater,
Director, Trust Area Services

Business Area: Trust Area Services

Name of Request: Develop climate change, demographic, and environmental data sets and climate change performance criteria**.**

$5,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

☐ **Other – please describe:** _____

Date of Funding Request: October 17, 2019

Funding Required for (date range): Fiscal 2020/21

ISSUE/OPPORTUNITY:
As part of the 2018-2022 Interim Strategic Plan, Trust Council voted to support the development of

a) a set of climate change, demographic and environmental data; and
b) performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaption efforts.

PROJECTED RESULTS/DELIVERABLES:

The project will be developed in two stages. Stage One, in 2020/21 will involve contracting a subject matter expert to:

1) assist Trust Programs Committee with determining appropriate and feasible climate change, demographic and environmental data sets,as well as performance criteria for measuring climate change mitigation and adaption efforts, and
2) assist with development of budget requirements for future fiscal years.

Phase Two, in 2021/22 and future years, will involve development of data sets and ongoing monitoring and reporting.

RISK ASSESSMENT:

A risk for this project is that staff cannot retain an appropriately qualified contractor. A further risk is that the desired data sets may be too impractical or expensive to recommend.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount.

Option 2: Defer work on the project to FY21/22. This option would delay completion of development of data sets and performance criteria in the Trust Area by one year.

CRITICAL SUCCESS FACTORS:

The project will require advice and support from Islands Trust Geographic Information Systems staff and Administrative Services staff.

RECOMMENDED OPTION:

That $5,000 be budgeted for development of climate change, demographic, and environmental data sets and climate change performance criteria**.**

COST/BENEFIT ANALYSIS:

The cost of funding Stage Two will only be known once Stage One has been completed and criteria recommended to Trust Council for future direction.

Quantitative Analysis:
$5,000 for contractor to complete Stage One of project.

Qualitative Analysis:
High quality data sets can support informed decisions about the Islands Trust Area, and allow for assessment about whether services and programs are having the desired outcome.

PURCHASING PROCEDURE:

Contractor will be hired in accordance with Policy 6.5.3 on Procurement.

PROPOSED IMPLEMENTATION STRATEGY:

Staff work with Trust Programs Committee to develop a project charter and communications plan. Staff with then hire a contractor to work with staff and Trust Programs Committee to develop and assess potential data sets and climate change performance criteria.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

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

Clare Frater / Director, trust Area Services	October 17, 2019
Initiator Name and Title	**Date**
Trust Programs Committee	November 6, 2019
Reviewed by: Name and Title	**Date**

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by:
Julia Mobbs, Director, Administrative Services

Business Area:
Administrative Services

Name of Request:
Committee Meeting Streaming (Trial Run)

$7,100

Budget Source (select all that apply):

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

Date of Funding Request:
October 30, 2019

Funding Required for (date range):
April 1, 2019 – March 31, 2020

ISSUE/OPPORTUNITY:
Many local governments have begun video recording and posting, sometimes live-streaming, their public meetings. This provides a new avenue for constituents to access information about their local government and the issues currently being addressed in their community. Video recordings mean a wider audience can be reached as those who are unable to attend a public meeting at a specific time are able to access the meeting content after the fact. This increases communication with constituents, increases understanding of the local government and what they are trying to achieve, and potentially brings greater engagement with the community stakeholders.

As part of its interim Strategic Plan, Trust Council approved the broadcasting of public meetings at Islands Trust. A report to Trust Council from Information Services in September 2019 provided a cost estimate for the hardware, software, and storage elements associated with this undertaking.

PROJECTED RESULTS/DELIVERABLES:

Broadcasting public meetings will allow a larger audience of constituents to access meeting information related to their own island community and other communities in the Islands Trust federation. This could increase communication with constituents, increases understanding of the local government and what they are trying to achieve, and potentially brings greater engagement with the community stakeholders.

RISK ASSESSMENT:

Legal Risk – making video recordings publicly available online could result in lawsuits from members of the public if there is an actual or perceived defamation or privacy breach. This could result in lost finances from legal defines and potential losses from the suit itself.

First Nations Relationship Risk – while trustees and staff are still in the learning phase of how to communicate and work respectfully with the First Nations in the Trust region, there is greater risk that potentially offensive statements or comments are made during public meetings which will now be publicised on our website. This increases the risk that our relationship building with First Nations is impacted or slowed.

ALTERNATIVES CONSIDERED:

Option 1: Do not broadcast public meetings.
No additional costs or risks to Islands Trust above status quo. Lost communication and potential engagement opportunity.

Option 2: Publicly broadcast all Trust meetings (Trust Council, Council Committees, Local Trust Committees).
This options bears all the risks associated with broadcasting, and could cost up to $50,000 in hardware, software, and storage costs based on preliminary estimates. An increase in staff time will be associated with this option to deal with post-processing and posting of videos. The amount of time associated with these activities for each meeting is unknown.

Option 3: Publicly broadcast select meetings only.
This options bears all the risks associated with broadcasting, but allows for a trial of broadcasting which may provide additional insights as to the feasibility and benefit of this undertaking. The suggested meetings to trial would be select LTC meetings, for LTCs who have determined they are interested and willing to participate in this undertaking. Broadcasting LTC meetings would require less capital purchase than a trial of Committee or Trust Council meetings. If a trial of up to 5 LTCs is undertaken, a cost of approximately $7100 is expected.

CRITICAL SUCCESS FACTORS:

Appropriate hardware and software components to ensure quality recordings.
Adequate training for trustees and staff who would be responsible for equipment set up and take down at each meeting.
Appropriate meeting procedures and etiquette followed to ensure Islands Trust is represented in a professional manner.
Adequate staff resources to manage the extra work associated with the initiative.
Appropriate procedures and insurance coverage to mitigate legal risk.

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

Option 3: Publicly broadcast select meetings only.
It is suggested that select LTC meetings be broadcasted, for LTCs who express interest and resolve to participate.

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

Quantitative Analysis:
Estimated cost to trial the streaming of approximately a third of the LTC meetings is $7,100, which includes the purchase of a video camera and audio equipment, use of a private streaming service and leased storage space for content.
Qualitative Analysis:
If risks can be mitigated to a level acceptable to Trust Council, the cost of this trial run would not outweigh the benefits of increased communication with islanders and enhanced engagement and reach.

PURCHASING PROCEDURE:
ITQ for equipment purchase would be conducted.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Communications with staff and trustees participating in the recorded meetings would be paramount. Ensuring proper training is provided is also key. Communication with members of the public attending meetings would be a requirement, informing them of the filming and of the rights and responsibilities in light of such filming. Finding time in staff schedules to take on the extra work associated would be undertaken prior to beginning this work.

Julia Mobbs, Director, Administrative Services	November 6, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**Yes**
Business Case reviewed by management team or CAO?	**No**

Next steps:

- If approved-in-concept by management:
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  1. Funding for the request will not be included in the Draft budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Trust Programs Committee approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater,
Director, Trust Area Services

Business Area: Trust Area Services

Name of Request: Climate-Change-Focused Stewardship Education Program.

$15,000

Budget Source (select all that apply):

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

Date of Funding Request: October 17, 2019

Funding Required for (date range): Fiscal 2020/21

ISSUE/OPPORTUNITY:

The Islands Trust Council 2018-2022 Interim Strategic Plan includes the strategy: Develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area.

A climate-change-focused stewardship education program offers the opportunity to educate community members and professional practitioners about the importance of preserving and protecting the Trust Area, climate change, and methods of being a good steward.

PROJECTED RESULTS/DELIVERABLES:

Provide educational programming and materials on topics to be determined by Trust Program Committee (TPC). Trust Programs Committee will develop a project charter(s) to guide the specifics of the stewardship education program after being presented with a range of options by staff.

Trust Programs Committee discussed that potential programming could include presentations/outreach to professional practitioners such as realtors, dock installers, surveyors, builders, heavy equipment operators, and/or other delivery methods/audiences.

RISK ASSESSMENT:

This project would require that sufficient staff time be available to deliver the initiative.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount.

Option 2: Do not allocate funds in 2020/21 and consider funding in future years.

CRITICAL SUCCESS FACTORS:

Sufficient staff time to administer and deliver the program.
Trust Programs Committee decision-making regarding the topics to be addressed and methods of outreach.

RECOMMENDED OPTION:

That $15,000 be budgeted to develop and implement a climate-change-focused stewardship education program directed towards the public, industry and stakeholders in the Trust Area.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
$15,000

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

PURCHASING PROCEDURE:

Any purchases made will be made in accordance with Trust Council's Procurement Policy.

PROPOSED IMPLEMENTATION STRATEGY:

The implementation of this project will be determined by Trust Programs Committee via a project charter to be approved in May 2020. Work would be completed by March 31, 2021.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

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

Clare Frater / Director, Trust Area Services	October 17, 2019
Initiator Name and Title	**Date**
Trust Programs Committee	November 6, 2019
Reviewed by: Name and Title	**Date**

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Executive Committee approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by:
Lisa Wilcox,
Senior Intergovernmental Policy Advisor

Business Area:
Trust Area Services

Name of Request:
Reconciliation Action Plan FY20/21

Total Budget Request: $17,550

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

■ **Other – please describe:**
Training and Reconciliation Initiatives

Date of Funding Request: October 1, 2019

Funding Required for (date range): April 1, 2020 to March 31, 2021

ISSUE/OPPORTUNITY:

The Islands Trust Area boundaries reside within Coast Salish territory. First Nations have a vital, long-standing and future-looking interest in the environment of their traditional territories and treaty lands. Indigenous People used and occupied the various islands located within the Islands Trust Area for all time and maintain rights and title over their treaty and traditional territories. First Nations have always maintained a holistic vision for their territories and treaty lands that encompass the Salish Sea. First Nations express concerns related to loss of access to resources, concerns about pressures on ecosystems, and opportunities and issues related to ecosystem recovery and sustainability.

Islands Trust Council passed a reconciliation declaration resolution. This declaration includes undertaking engagement and education within the community as part of a larger Canada-wide Reconciliation process. Reconciliation requires a fundamental re-imagining and reframing of the individual and collective relationships we hold with Indigenous and non-Indigenous people based upon our shared history - a process that will span multiple generations.

The first step in this process is a Reconciliation Action Plan.

The journey of reconciliation is one in which we commit to work within a context and framework that is inclusive, respectful, and humble. Realizing that for generations processes and policies have brought us to a place in which we recognize the damage, harm, and failure of division, racism, prejudice, and stereotypes, we strive to find ways of coming together. Reconciliation Action Plans are a way of setting the terms of reference for how we will move forward as an organization, and provide the support that is needed for individuals to do their best work.

The Reconciliation Action Plan (RAPlan) will be an evolving process and a living document that is fluid to the reality of First Nations, staff, Trustees, and communities of the Islands Trust Area. The purpose is to be present to the cultural, historical, and modern realities of Indigenous peoples and to build and nurture the places we call home, and the places we work.

This Islands Trust Reconciliation Action Plan is based on the following principles:

Islands Trust First Nations Engagement Principles Policy
Islands Trust Reconciliation Declaration
Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples (relevant Principles)
United Nations Declaration on the Rights of Indigenous Peoples (relevant Articles)
Truth and Reconciliation Commission: Calls to Action (relevant Calls to Action)

PROJECTED RESULTS/DELIVERABLES:

Total budget request for FY20/21 is $17,550. The breakdown of the budget request are shown against the relevant items from Trust Council's Reconciliation Action Plan. Only those items with a budget request for FY20/21 are shown below.

1. Education/Training - Cultural Competency, Cultural Safety – FY2020/21 Total Budget: $8,250		
Goal/Action Item	**Details**	**Budget Forecast**
1.1 One to One Dialogue Sessions	• On-going • Travel to regional offices and some LTC locations from time to time. • Mileage, travel costs. • Meeting expenses.	• $1,500
1.2 Facilitated Workshop	• On-going • Travel to each LTC location and possible travel to regional offices. • Mileage, travel costs. • Meeting expenses.	• $2,000
1.5 Learning about the Land – The importance of place.	• Travel cost for staff to attend at an LPS day or other scheduled meeting with Planning staff.	• $1,000
1.6 Speaker Series	• On-going • Cost for honorarium, travel costs, mileage, expenses.	• $1,500
1.7 Lunch & Learn Series	• On-going • Cost for snacks, or lunch.	• $200
1.8 Indigenous Learning Series	• On-going • Travel for staff or Trustees to attend at a site along with any facilitated activities.	• $1,250
1.9 New Employee Orientation	• On-going	• $300

	• Travel for SIPA to regional offices or locations for training. • Mileage, travel, expenses.	
1.11 Monthly Learning Series	• On-going	• $100
1.12 External Presentations/Education	• On-going • Travel costs, expenses for SIPA to location.	• $400
2. Standardization of Reconciliation Standing Resolutions - FY2020/21 Total Budget: $350		
3. Policy & Procedures – FY2020/21 Total Budget: $5,000		
Goal/Action Item	**Detail**	**Budget Forecast**
3. 1 Policy Statement and *Islands Trust Act*	• Ongoing • 2020-2022 • Meeting and engagement costs. • Travel and site visit costs. • Capacity funding from other Ministries.	• $4,000 Meeting and site visits. • $1,000 Travel etc.
4. Cultural, Naming & Recognition Work – FY2020/21 Total Budget: $150		
Goal/Action Item	**Detail**	**Budget Forecast**
4.1 Naming and Recognition	• From time to time travel to various locations to engage in dialogue on naming and recognition.	• $150
7. Cultural Working Group – FY2020/21 Total Budget: $3,800		
Goal/Action Item	**Detail**	**Budget Forecast**
7.1 Cultural Working Group formation	• Paddles – complete	• $300
7.2 Cultural Working Group Training	• Travel and mileage, expenses to locations and regional offices	• $2,500
7.3 Incident-based Liaison	• On-going	• $1,000

RISK ASSESSMENT:

Implementation of the Reconciliation Action Plan is not without risk. The success of implementation is dependent on the organizational acceptance to evaluate current policies and processes in juxtaposition to Reconciliation, as well, as an ability to embrace change management in an area that has not been clearly defined or outlined within Canadian society, government, or organizations.

ALTERNATIVES CONSIDERED:

Option 1: Limit development of reconciliation process to a specialized single staff member. Cost of implementation would be reduced to salary, travel expenses etc. This approach allows for implementation of some aspects of the Reconciliation Action Plan but limits cultural competency to one individual that retains most of the knowledge versus the dissemination of knowledge and skills to all staff.

Option 2: End initiatives at an organizational training level. Organizational training with cultural competency and cultural safety initiatives would allow for the dissemination of knowledge to most staff and trustees. However, without review of best practices and implementation of policy and process initiatives the Islands Trust will continue to work in the same way as an organization and may not be able to create the necessary relationships at a government-to-government level with First Nations to ensure that they are in line with Provincial and Federal reconciliation initiatives. This may ultimately lead to challenges to the jurisdictional relevance of the *Islands Trust Act* and organization as a whole.

Option 3: Do nothing. This may ultimately lead to possible litigation due to poor decision making and challenges to meaningful engagement, lack of ability to realize risks of decisions in relation to Aboriginal rights and title, treaty, and traditional territory factors.

CRITICAL SUCCESS FACTORS:

The intent and commitment of this Reconciliation Action Plan is a willingness to work in new ways and to take the time needed to implement reconciliation at an organizational level. Reporting should include demonstrated outcomes connected to UNDRIP Articles (relevant to Islands Trust), TRC Calls to Action (relevant to Islands Trust), adherence and understanding of the Draft Principles from the Province of BC, and relevant Calls to Justice from the National Inquiry into MMIWG. By 2022 staff and trustees should be able to articulate and understand reconciliation, rights and title, meaningful engagement processes and objectives, and express cultural competency and safety directives. Staff and trustees should be able to relate staff reporting and decision making to relevant principles of reconciliation and respectful First Nations relationships at a government-to-government level.

RECOMMENDED OPTION:

That $17,550 be budgeted to support the Reconciliation Action Plan.

Islands Trust bodies has a very important role to play in reconciliation as one of the few government bodies with a mandate to preserve and protect the area within which it governs. Reconciliation is a way forward together. Reconciliation recognizes and acknowledges the dignity and well-being of everyone, not just some, and provides methodology and processes that create paths of respect, partnership, and collaboration.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

Financial costs maybe higher within the first 3 years of implementation and would be expected to reduce after that time. Implementation requires gap analysis of policies and processes and training time. These costs to implement new processes is cost heavy at the beginning and once in place only require monitoring and costs for meaningful engagement and site visits, gatherings in future. After year 2022 expected costs should be minimal and strictly dependent on initiatives to create meaningful engagement and community gatherings with First Nations.

Qualitative Analysis:

Benefits to the Islands Trust that are outside the financial scope include greater satisfaction among staff in the alignment of core values to values of stewardship, respect, purpose, and preservation. This leads to retention among staff who feel their core values align with the values of the organization.

Implementation of reconciliation aligns the work of the Islands Trust bodies with those of the Province of BC, and Federal government and the foundational principles of UNDRIP, TRC, and National Inquiry into MMIWG. It provides effective mechanisms for redress related to the history of the islands and Salish Sea area. This allows for direct skills based processes that guide staff and trustees in the work that they are undertaking in relation to land and water decisions. These processes lead to cost reductions overall due to less worry and ambiguity on how to fulfil their role, less concern about ability to work with Indigenous communities and governments, clearer and more developed ways of interacting both internally and externally with all participants and stakeholders.

PURCHASING PROCEDURE:

All funding will be implemented and deliverables outlined as per the Islands Trust policies and procedures.

PROPOSED IMPLEMENTATION STRATEGY:

The Reconciliation Action Plan roll-out is from April 2019-December 2022.

Phase One could be termed "learning who we are and where we come from". Phase One involves developing internal competencies and education to empower and develop staff and organizational knowledge and skills. Phase One recognizes the important requirement of UNDRIP and the TRC Calls to Action of learning about Indigenous history, residential schools, Indigenous land and laws. Phase One also begins the internal processes of reviewing current policies and processes in juxtaposition to reconciliation, TRC Calls to Action, UNDRIP, and the Draft Principles Province of BC. The goal is to ensure that all staff and the organization as a whole has a level of competency and cultural safety to understand elements of reconciliation, Indigenous rights and title, Indigenous law and protocol, and historically oppressive legislation, policies, and processes that lead to the necessity of the Truth and Reconciliation Commission work. Islands Trust, as a government entity, provides guidance and demonstrates best practices and principles as Canadian society reaches for meaningful reconciliation and recognition.

Phase One also ensures that the work required to reach a certain level of knowledge and understanding is not placed on Indigenous peoples. Hence, reviews and training will seek external resources at year two to ensure that the burden of education and awareness is not unduly placed on Indigenous people in year one. Phase One allows for determination and review in preparation of Phase Two implementation.

Phase Two is the implementation phase. With staff and the organization at a place of awareness after year one we reach out to begin the elements "gathering together to share knowledge and understanding". Staff and the organization as a whole will feel confident in understanding how to learn about First Nation core concerns, how those concerns are incorporated into the work we do and how we are supported in the work we do as an organization.

Phase Two will include the implementation of process and policies that meet the needs and engagement best practices of First Nations, and will see the development of cooperative process for Indigenous and non-Indigenous communities. The Islands Trust as an organization will in Phase Two build on the foundational work that has been undertaken toward reconciliation and will strive to build trust and demonstrate their commitment to the long-term relationships needed to facilitate reconciliation. Phase Two will see the development of procedures to support long-term reconciliation process through protocols, agreements, engagement processes, and change management.

Phase Two ensures that support to Local Trust Committees is facilitated to assist them in the work they endeavor. The principle will be to hear, advise, reflect and comment while building and developing the foundational work of the Islands Trust as a whole.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

First Nations are identified through the consultative area database (CAD) provided by the Provincial Government, as well as through the BC Treaty Commission stages 1-6 Statement of Intent and Final Agreements, as well as First Nations stated traditional territories and treaty areas. Interagency partnerships are identified through Ministry contacts and roles in relation to First Nation engagement. Note that the Islands Trust work focuses on land use decision making and preserving and protecting land and marine values versus programs and services so is specific to agencies that work within the land and water tenure and decision making structure of government-to-government discussion, policy, and initiatives. Islands Trust also represents constituents within the Islands Trust region, people of British Columbia, and Canada as a whole. Hence processes should be considerate of Indigenous, Métis, and Inuit People throughout British Columbia and Canada. Islands Trust also works with stakeholders, advocacy group, property owners, and other municipal, and regional governments.

Lisa Wilcox Senior Intergovernmental Policy Advisor	October 7, 2019
Initiator Name and Title	Date

Clare Frater
Director Trust Area Services

David Marlor
Director, Local Planning Services

Reviewed by: Name and Title	October 17, 2019 Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to EC/TPC approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater,
Director, Trust Area Services

Business Area: Trust Area Services

Name of Request: Policy Statement Amendment Project

$45,000

- $15,000 for Policy Statement Amendment Project
- $30,000 for consideration of, and potential implementation of, next steps for amending the Policy Statement

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

■ **Other – please describe:** Legal Services

Date of Funding Request: October 17, 2019

Funding Required for (date range): Fiscal 2020/21

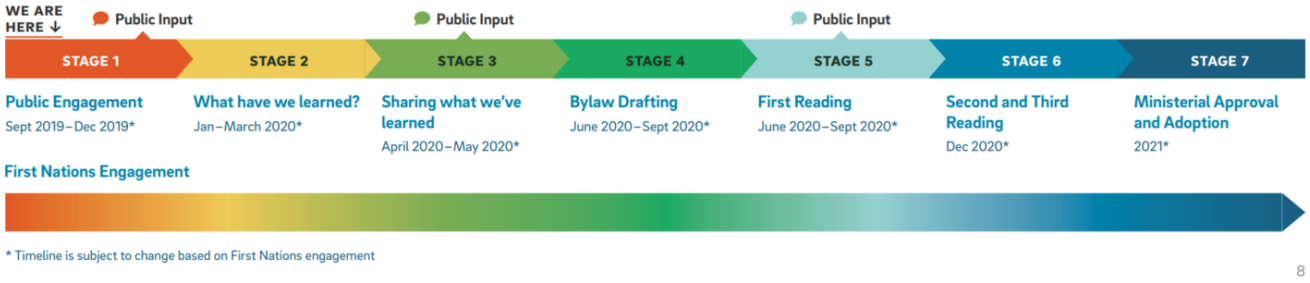
ISSUE/OPPORTUNITY:

Trust Council's Policy Statement Amendment Policy (1.2.i) states that each term, Trust Council will identify Policy Statement review and/or amendment tasks.

The Islands Trust Council has assigned the Executive Committee, with involvement from Trust Programs Committee as appropriate, to co-ordinate a review of the Introduction, Part I, Part II and Schedule 1 - Definitions sections and climate policies of the Policy Statement. The Executive Committee has adopted an engagement plan and project charter to guide the amendment process. In September 2019, Trust Council approved the interim 2018-2022 Strategic Plan with the strategy: Amend the Policy Statement introductory and definitions sections.

This work is underway, branded as Islands 2050. Staff anticipate that $15,000 will be needed in FY2020/21 for the Policy Statement Amendment Project for costs relating to engagement, referrals, legal review and

communications, including statutory advertising about the bylaw amendment. The Reconciliation Action Plan business case includes an additional $5,000 for First Nations engagement.



In March 2019, the Islands Trust Council, in conjunction with the climate change emergency declaration, resolved to add climate change mitigation, resilience, and adaptation policies to the Islands Trust Policy Statement amendment project.

On August 21, 2019, in response to a recommendation of the Executive Committee, the Trust Programs Committee amended its work program to include: "outline future phases of the Islands Trust Policy Statement engagement process". In September 2019, Trust Council approved the interim 2018-2022 Strategic Plan with the strategy: Determine if additional changes to the Policy Statement are desired by Trust Council.

In addition, in September 2019, Trust Council approved the interim 2018-2022 Strategic Plan with the strategy: Implement the high priority actions outlined in the *Affordable Housing in the Trust Area: Strategic Actions for Islands Trust* previously referred by Trust Council. The two high priority actions relating to the Policy Statement are:

- Review the Islands Trust Policy Statement and give consideration to: a) giving affordable housing a greater profile for its role in sustainable communities b) including a reference to affordable housing in its policy direction to LTCs and municipalities.
- Review the Islands Trust Policy Statement to ensure that it: a) includes clear and well-thought out definition of 'affordability' b) includes clearly articulated vision, goal and objectives for affordable housing c) gives affordable housing a greater profile for its role in sustainable communities d) includes a reference to affordable housing in its policy direction to LTCs and municipalities.

As discussed by Trust Programs Committee on November 6, 2019, $30,000 is budgeted for FY2020/21 for consideration of, and pending confirmation by Trust Council, implementation of next steps for amending the Policy Statement.

PROJECTED RESULTS/DELIVERABLES:

4th Reading by Trust Council of an amended Policy Statement bylaw, and a plan for subsequent amendments.

RISK ASSESSMENT:

As noted in the project's engagement plan, due to the nature of this project and the number of First Nations and stakeholders involved, there is substantial risk that the project plan will need to be amended to respond to emerging issues, communication/engagement requests or other developments. Staff will maintain a focus on the big-picture (e.g. Reconciliation as an overarching priority) and will bring forward recommendations to Executive Committee and Trust Programs Committee for project amendments as needed.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount. This option is not recommended due to the extent of unknowns and risks associated with the project.

Option 2: Defer work on the project to FY21/22. This option is not recommended as the project is already underway with active public engagement.

CRITICAL SUCCESS FACTORS:

Successful adoption of an amended Policy Statement bylaw depends on shared understanding by Trustees, the Minister, First Nations, referral agencies, stakeholders and the public about the purpose and function of the Policy Statement and the rationale for any changes.

RECOMMENDED OPTION:

That $45,000 be budgeted for the Policy Statement Amendment Project and consideration of, and potential implementation of, next steps for amendment.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $15,000 for Policy Statement Amendment Project
- $15,000 for consideration of, and potential implementation of, next steps for amendment.

Qualitative Analysis:

Amending the Policy Statement will advance the Islands Trust Council's commitment to Reconciliation and to updating its foundation document.

PURCHASING PROCEDURE:

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

PROPOSED IMPLEMENTATION STRATEGY:

As per the adopted engagement plan.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

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

Clare Frater / Director, Trust Area Services — **Initiator Name and Title**

November 7, 2019 — **Date**

Trust Programs Committee	November 6, 2019
Reviewed by: Name and Title	**Date**

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Local Planning Committee approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: David Marlor

Business Area: Local Planning Committee

Name of Request:

Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council:

- Develop model bylaws that use floor area ratio as a density metric for consideration of implementation in local trust area land use bylaws

$10,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

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

Date of Funding Request: October 9, 2019

Funding Required for (date range):April 1 2020

ISSUE/OPPORTUNITY:

Trust Council has adopted a new Strategic Plan. Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council. Staff is recommending that this start in FY20/21 by undertaking work on model floor area ratio policy and regulations as a means of density measure for housing.

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY20/21 is to cover costs associated with development of model policy and regulations. $5,000 is reserved for legal review of the draft. $5,000 is reserved for consultant/research assistance to planning staff undertaking this work.

RISK ASSESSMENT:

Risk that local trust committees may not adopt bylaws based on the model bylaws.

ALTERNATIVES CONSIDERED:

Option 21: Hire a consultant to undertake the work. Given the potential scope, $10,000 should be allocated for a contract, and $5,000 reserved for legal review. Given the nuances of the Islands Trust and use of this too.

CRITICAL SUCCESS FACTORS:

Model bylaws with recommended policy and regulations by end of FY20/21.

RECOMMENDED OPTION:

That $10,000 be budgeted to develop model bylaws that use floor area ratio as a density metric for consideration of implementation in local trust area land use bylaws.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$5,000 for legal review
$5,000 for consultant/research assistance
$10,000 total request.

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

Qualitative Analysis:

This will further the Strategic Plan of Trust Council by providing model bylaws for LTC to consider in regards to affordable housing.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

As determined by the Local Planning Committee. Staff proposed that the work will be undertaken in-house using dedicated planning staff. This would require allocation of planner time to this project, and a budget of $5,000 for legal review, and $5,000 for consultant/research assistance. This work would involve review of existing bylaws, practices used in other areas, and recommendations on approaches to use floor area ratio for housing. This is to further affordable housing on the islands. A model bylaw would be presented to LPC.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Reports to Trust Council via Local Planning Committee.

David Marlor / Director, Local Planning Services	October. 17th, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Trust Programs Committee approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater,
Director, Trust Area Services

Business Area: Trust Area Services

Name of Request: Secretariat Services

$12,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

☐ **Other – please describe:** _____

Date of Funding Request: October 17, 2019

Funding Required for (date range): Fiscal 2020/21

ISSUE/OPPORTUNITY:

The *Islands Trust Act* states that that Trust Council may coordinate and assist in the determination, implementation and carrying out of municipal, regional and improvement district, First Nations, and government of British Columbia policies for the preservation and protection of the trust area and its unique amenities and environment.

The Islands Trust Council 2018-2022 Interim Strategic Plan includes the strategy: Provide a secretariat role to forums within the Trust Area.

For the last two years, Trust Programs Committee has allocated up to $3,000 to minute taking for the Ocean Watch Task Force, a sub-group of the Howe Sound Community Forum, and has co-hosted three Baynes Sound/Lambert Channel Ecosystem Forums for $3,000- $6,000 per event.

The Islands Trust Council has requested staff to provide a report to Trust Council with information about the implications of the Islands Trust taking on a secretariat role for regional coordination processes. The requested

Funding would enable Trust Programs Committee to continue existing levels of support while staff complete the report.

PROJECTED RESULTS/DELIVERABLES:

Continued support to the Ocean Watch Task Force and the emerging coordination forum Baynes Sound/Lambert Channel.

RISK ASSESSMENT:

Continuing to offer secretariat support may raise expectations of ongoing support. Withdrawing support may hamper ongoing coordination efforts.

ALTERNATIVES CONSIDERED:

Option 1: Budget an increased funding amount.

Option 2: Budget a reduced funding amount.

Option 3: Do not budget funds in 2020/21 and consider funding in future years.

CRITICAL SUCCESS FACTORS:

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

RECOMMENDED OPTION:

That $12,000 be budgeted for secretariat services.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
$12,000 budgeted to fund requests from groups for 2020/21 FY

Qualitative Analysis:
Supporting coordination groups/partnerships allows for Islands Trust to support enhanced coordination and cooperation in the Islands Trust Area be engaged and learn from these groups, which advocate on similar issues that are of interest to Islands Trust residents and Trustees. By supporting these local groups, it strengthens Islands Trust's position within the community as a leader and ally, and creates an opportunity to build relationships with members.

PURCHASING PROCEDURE:

Contractor(s) will be hired in accordance with Policy 6.5.3 on Procurement.

PROPOSED IMPLEMENTATION STRATEGY:
Trust Programs Committee will allocate funding upon request from Trust Council and coordination partnerships/groups. Staff will establish and monitor contracts.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Support for secretariat services supports enhanced collaboration in the Islands Trust Area. Staff will promote the Islands Trust's contributions, as appropriate.

Clare Frater / Director, Trust Area Services	October 17, 2019
Initiator Name and Title	**Date**
Trust Programs Committee	November 6, 2019
Reviewed by: Name and Title	**Date**

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Executive Committee approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater, Director, Trust Area Services	**Budget Source** (select all that apply): ■ **Specific Project Funding** (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: _____ ☐ **Other – please describe:**
Business Area: Trust Area Services	
Name of Request: Exhibit at the 2020 Salish Sea Ecosystem Conference, Vancouver, BC and attendance of three trustees. $5,000	
Date of Funding Request: October 10, 2019	**Funding Required for (date range):** Fiscal 2020/21 – Commitment required in 2019/20

ISSUE/OPPORTUNITY: The Salish Sea Ecosystem Conference is held every two years, alternating venue locations between Seattle and Vancouver, BC. The theme for his year's meeting is "Shared Knowledge for the Future" with the aim to work towards strategies for recovery and management that integrate across cultures, disciplines, and boundaries to bring knowledge to action. Next year's conference will be held in Vancouver, April 20-22, 2020.

The purpose of the conference is to assemble scientists, First Nations, resource managers, community and business leaders, policy makers and educators to present the latest scientific research on the state of the ecosystem, and to guide future actions for protecting and restoring the Salish Sea ecosystem. The conference will feature plenary sessions with keynote speakers, oral presentations, poster presentations, workshops, and related off-program events.

The Salish Sea Ecosystem Conference is the largest and most comprehensive event of its kind in the region and presents an opportunity for Islands Trust to profile our work and contribute to the conference's success.

PROJECTED RESULTS/DELIVERABLES:

- To be an exhibitor of the conference for $675 – government rate (US$500).
- To send three trustees to attend the conference. Anticipated travel, registration, per diems, and hotel costs to be approximately $3,500 - $4,000.

RISK ASSESSMENT:

To get value from the exhibit at the conference, trustees and staff would need to be willing to take turns staffing the booth as was done in 2018. Staff participation will depend on staff being willing to use their annual training budget for this conference.

ALTERNATIVES CONSIDERED:

Option 1: Sponsor at the Bronze $3,300 (US$2,500) level (logo on conference website and signage) in addition to paying for an exhibit and three trustees) = ($8,000 approximate)

Option 2: Sponsor at the Bronze $3,300 (US$2,500) level in addition to paying for an exhibit and three trustees, and paying for five staff to attend, over and above usual training budgets ($5,000) = $13,000 approximate.

Option 3: Do not sponsor the event but send three trustees to attend ($3,500 - $4,000 approximate).

Option 4: Do not sponsor or provide additional funding for conference attendance. With local trust committee/Bowen Island Municipality approval, trustees could attend using their local trust committee/Bowen Island Municipality training budgets, and staff could attend using existing training budgets.

CRITICAL SUCCESS FACTORS:

Trustee and staff interest in attending the conference, and willingness to share what they learned.

RECOMMENDED OPTION:

That $5,000 be budgeted for an exhibit at the 2020 Salish Sea Ecosystem Conference and attendance of three trustees.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $675 Exhibit (US$500) and $225 for materials
- $3,500 -$4,000 to send three Trustees (approximate depending on travel location and menthod)
- $5,000 total request (approximate)

Qualitative Analysis:
Multiple stakeholders, government agency representatives, and community partners within the Trust Area will be present. Attendance at this conference is an opportunity to learn from the speakers and to meet others to could partners in preserving and protecting the Islands Trust Area.

PURCHASING PROCEDURE:

Trustee participation would be consistent with Policy 6.12.i on Trustee Training/Conference Attendance, and purchase of the exhibit space would be made according to Policy 6.5.3 on Procurement.

PROPOSED IMPLEMENTATION STRATEGY:

If Executive Committee and Financial Planning Committee support the recommendation staff will proceed with pre-booking exhibit space in November 2019. Executive Committee will develop a process for determining trustee involvement and will encourage trustees to register at the early registration rate that ends January 31, 2019.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION

Participation in the conference may support increased collaboration in the region. Staff will communicate and promote Islands Trust involvement in the conference.

Clare Frater / Director, Trust Area Services	October 17, 2019
Initiator Name and Title	**Date**
Executive Committee	October 30, 2019
Reviewed by: Name and Title	**Date**

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

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

  Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Islands Trust

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by: Carmen Thiel

Business Area: Executive Office

Name of Request: Records Management Assistance

$5,500

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

■ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

☐ **Other – please describe:** _____

Date of Funding Request: 2019-10-16

Funding Required for (date range): FY20/21

ISSUE/OPPORTUNITY:

- All electronic documents from previous storage area networks (SAN) were moved into a new shared structure – as is. As a result, clean-up and several reorganization projects are required in some areas:
  - Ensuring all adopted LTC bylaws are moved to one category and all other bylaw records are correctly filed within in the structure;
  - Applying naming convention to subsets of documents such as agendas and minutes going back in time several decades;
  - Scanning old Trust Council agenda binders and saving records into SAN;
  - Culling draft, duplicate and transitory documents/versions and ensuring final versions are saved as pdfs in specific categories.
- Information Systems staff to develop an in-house data retention management system to manage those electronic records which are scheduled for destruction in accordance with the Trust Council approved records management system.

RISK ASSESSMENT:

ALTERNATIVES CONSIDERED:

Option 1: Status quo - Do nothing – leave records as is and file in correct categories & apply naming convention moving forward – risk is that records are not always filed where they should be which can become a time consuming search exercise. Leave the destruction of records as a more manual process – risk is that records which should be destroyed still exist in our system and are therefore subject to ongoing searches related to FOI requests, creating more work for staff.

Option 2: Only develop data retention management system and do not proceed with clean-up projects at this time.

Option 3: Leave the records clean-up and reorganization to records management staff to fit in as they can – risk is that records maintenance will not be done in a timely way by each work unit.

CRITICAL SUCCESS FACTORS:

Success factor is having the new SAN in optimal shape going in to the future with unnecessary records deleted and a tool for managing the destruction process.

RECOMMENDED OPTION:

That $5,500 be budgeted for Records Management Assistance as outlined in Issue/Opportunity section above.

COST/BENEFIT ANALYSIS:

<u>Quantitative Analysis:</u>

<u>Qualitative Analysis:</u>

PURCHASING PROCEDURE:

$3,500: Direct Award to contractor(s) to complete clean-up/reorg projects.
$2,000: For Information Systems staff time to develop in-house data retention management system.

PROPOSED IMPLEMENTATION STRATEGY:

Timeline for completion – March 31, 2021.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Carmen Thiel	October 16, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
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Islands Trust

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by: Mark van Bakel

Business Area: Information System

Name of Request: GIS Co-op Student

$15,350

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: **4 Months**

☐ **Other – please describe: _____**

Date of Funding Request: September 26, 2019

Funding Required for (date range): May – August 2020

ISSUE/OPPORTUNITY:

The IS Mapping Group currently operates with one fulltime GIS Technician, with support from the CAST and Senior Technical Analyst. Although a single dedicated GIS staff member has proven to be highly effective at maintaining the existing systems and data products used to meet the day-to-day mapping requirements of the organization, this past year has demonstrated that this staff resource is insufficient for overall system development and improvements. As the utilization of mapping products throughout the organization continues to expand we have seen an increase in overall service requests. The irony is upgrades and optimizations have the potential to free up more of the GIS Technicians time to work on overall improvements and efficiencies, which would reduce the overall number of service requests, and improve overall service quality.

Implementing changes/upgrades to Islands Trust GIS have been delayed a number of times over the course of the past year resulting in challenges associated with evolving datasets (i.e. Parcel Map BC) and systems (i.e. Portal for ArcGIS). Without these changes, we are at risk of limiting our Mapping services to subject property maps and mail out lists, rather than the full spectrum of spatial analysis and field collection capabilities.

To help free up more of the GIS Technician's time, and expand the number of manageable and attainable initiatives IS would benefit from additional staff resources. From the earliest implementation of GIS technology at the Islands Trust GIS Co-op Students have helped fill this staff resource gap. Given their well established and proven contributions already made to Mapping and Islands Trust, we are requesting that a single Co-op term be incorporated into the 2020/21 IS Budget.

PROJECTED RESULTS/DELIVERABLES:

The requested Co-op Student term would benefit service delivery for all departments within the Trust.

1. GIS Architecture and data improvements implemented.
2. Faster response time for routine service requests.
3. Greater resources and support for advanced GIS analysis.

In the past, the GIS Office has relied on Co-op students as a cost effective staffing solution, which has allowed the strategic pursuit of opportunities to improve core systems and data products. Without Co-op assistance, the day-to-day tasks of the GIS Technician run the risk of further delaying improvement initiatives.

RISK ASSESSMENT:
No risks identified.

ALTERNATIVES CONSIDERED:

Option 1: Not approve Co-op position, which may result in fewer GIS infrastructure improvements and service delivery delays.

Option 2: Hire As-and-When staff member. An IS9 grid level 4 month hire is comparable in cost to Co-op position, but may result in more out of region applicants and second cut hires, with first cut hires likely going to full time positions.

Option: 3: Hire external contractor for specific project work. Although these hires are available whenever needed, they are far more expensive than either Co-op or IS9 hires.

CRITICAL SUCCESS FACTORS:
No risks identified.

RECOMMENDED OPTION:

That $ $15,350 be budgeted for a GIS co-op position.

In the past, this position has proven to support existing staff, expand capacity for GIS infrastructure improvements, and has the potential to improve mapping service request response times.

This position is relatively inexpensive compared to other options and has the added benefit of brining in fresh and new skills which are increasingly important in the IS space.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
In addition to expanding the capacity for upgrades and improvements to the Islands Trust GIS infrastructure, Co-op Students also bring fresh, innovative ideas and enthusiasm to the workplace and business practices. In a profession where advancements in technology are a given, students deliver directly to our desks the latest software and hardware solutions training. By working closely with our full-time Technician they provide a level of one on one training and collaborative problem solving which cannot be achieved through industry training programs alone.

Qualitative Analysis:
- $12,473 + 24.8% for benefits expense = $15,641 for the term.
- Significantly less expensive and more flexible than a fulltime employee
- Workstation and associated hardware in place (supporting previous terms)

PURCHASING PROCEDURE:

Hiring conducted via standard PSA hiring practices in conjunction with post-secondary school co-op offices.

PROPOSED IMPLEMENTATION STRATEGY:

- Hiring process initiated January 2020
- Interviews initiated once budget passes
- Candidate selected and work to commence beginning of May 2020
- Term complete end of August 2020

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

None.

Mark Van Bakel, Information Services Manager	September 30, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO** **___ YES _X_ NO**

Business Case reviewed by management team or CAO?	

Next steps:

- If approved-in-concept by management:
    - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
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Islands Trust

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by: Stefan Cermak, Regional Planning Manager, Salt Spring Office

Business Area: LPS.

Name of Request: Replace a Planner 1 position with a new Planner 2 position on the Salt Spring team.

$11,994

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

■ **New Staff Resources** (see Staff Costing Tool)
- ■ **Permanent**
- **Temporary**
  - Temp Duration: _____

☐ **Other – please describe: _____**

Date of Funding Request: September 26, 2019

Funding Required for (date range): April 1, 2020

ISSUE/OPPORTUNITY:

The Salt Spring Island Office team has four full-time planners: 2 Island Planners, and 2 Planner 1s. Staff request that a permanent Planner 1 position be replaced with a permanent Planner 2 position (Table 1).

Table 1 Planners in the Salt Spring Island Office

Current	Proposed
Island Planner	Island Planner
Island Planner	Island Planner
Planner 1	Planner 2
Planner 1	Planner 1

Permanently replacing the Planner 1 position with a Planner 2 would permit management to allocate more resources to projects that achieve strategic priorities such as protecting the coastal Douglas-Fir ecosystem,

developing freshwater management strategies, increasing the availability of affordable housing and implementing climate change mitigation and adaptation policies.

It would also allow better allocation of resources to manage the growing complexity of applications caused by issues such as provincial downloading of responsibilities and growing demand for coordination and servicing agreements for community services - especially in the Ganges area.

The replacement of a Planner 1 for a Planner 2 on Salt Spring Island compliments recommendations in the Local Planning Services (LPS) review. The LPS review proposes to create a new Planning Technician to manage the more routine work of a Planner 1. The volume of such work on Salt Spring Island is significant. However, if successfully implemented, this would allow more time to dedicate a Planner 2 to process moderately complex applications and projects.

As well, the LPS Review identifies implementation of 'developmental positions' by which staff can advance to senior positions. Creating an intermediate Planner position creates a new opportunity for planners seeking to work out of the Salt Spring office. It is worth noting that resolution to Salt Spring staffing issues over the last decade has largely come from the advancement of Islands Trust student planners to junior planners, to intermediate planners, to senior planning and even on to junior management positions.

PROJECTED RESULTS/DELIVERABLES:

Permanently replacing the Planner 1 position with a Planner 2 position will allow increased allocation of planning services to achieve Trust Council and SSI LTC strategic priorities and to implement the LPS review.

RISK ASSESSMENT:
Unsuccessful recruitment of a Planner 2. Highly unlikely.

ALTERNATIVES CONSIDERED:

Option 1: Status quo. Not approve funding. The impact of this decision is to limit implementation of strategic priorities and the LPS Review (including lack of a critical development position).

CRITICAL SUCCESS FACTORS:

Efficient delivery of planning services. Ability to address strategic priorities. Ability to implement LPS review.

RECOMMENDED OPTION:

That $11,994 be budgeted to permanently replace a Planner 1 position with a Planner 2 position in the Salt Spring team.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
Costs would be minimal $11,994, depending on who the successful candidate is. Several internal staff are qualified to fulfil role.

Qualitative Analysis:
Permanently replacing the Planner 1 position with a Planner 2 positions will allow increased allocation of planning services to achieve Trust Council and SSI LTC strategic priorities and to implement the LPS review.

PURCHASING PROCEDURE:

Internal posting for expressions of interest or similar procedure.

PROPOSED IMPLEMENTATION STRATEGY:

Post the opportunity as soon as approved. It would take approximately 2-3 weeks to award the position if internally posted.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
None.

Stefan Cermak, Regional Planning Manager	September 26, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
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Islands Trust

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by:

David Marlor
Director of Local Planning Services

Business Area: Local Planning Services

Name of Request: Permanent Planning Technician

$54,968 for the first year, prorated for 10 months
$63,202 for subsequent years

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

■ **New Staff Resources** (see Staff Costing Tool)
- ■ **Permanent**
- **Temporary**
  Temp Duration: _____

☐ **Other – please describe:** _____

Date of Funding Request: September 9, 2019

Funding Required for (date range): April 1, 2020

ISSUE/OPPORTUNITY:

The 2018 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. This position would support the structural changes proposed for LPS, and improve efficiency of service delivery.

Remove need for Island Planners (Senior Planners) to undertake routine planning referrals. The position will provide needed technical support to further the objective of re-organising Local Planning Services to better deliver on Trust Council's Strategic Plan and provide efficient planning services to local trust committees.

Currently, Island Planners, Planner 2's and Planner1's are undertaking work on behalf of local trust committee. Current planning by nature of a paid application takes up the majority of planner time, with the remainder being used for enquiries, preparing for and attending local trust committees and local trust committee projects. Time for proactive planning projects is often consumed by the demands of current planning. As a result the 20 official community plans and 20 land use bylaws across the trust area are not being systematically updated.

Many issues have been identified that could be undertaken regional, using one planner or team of planners to do similar types of work for several local trust areas at the same time. Most regional planning work is undertaken under the Local Planning Committee. Currently, about 15% of one Island Planner is assigned to the Local Planning Committee. The Local Planning Services Review 2018 identified that a full time Island Planner should be assigned to the Local Planning Committee to increase staff capacity to further the Islands Trust mandate and and Trust Council's Strategic Plan.

The Local Planning Services Review 2018 also recommends creating a long range project planning team and a current planning team. The purpose of this is to protect planner time for proactive planning work on official community plans, and regional issues, and dedicated planners allocated to application processing. This work would also be undertaken regionally, with planners working on multiple islands in a team environment.

The Planning Technician position is key in freeing resources to relaise the changes described above.

Position for 2020 would be funded for 10 months (June 1, 2020 to March 31, 2021) and then funded for 12 months per year after that.

PROJECTED RESULTS/DELIVERABLES:

Allow senior planners to focus their time on planning analysis and recommendations. Having a Planning Technician undertake all building permit referrals, siting and use permit referrals and other similar referrals will improve efficiency and consistency in responses. The Planning Technician is key in freeing up senior planner time to better serve Trust Council and local trust committees.

RISK ASSESSMENT:

Risks include PSA yielding an appropriate classification to attract the skillsets needed for this position. Start-up will require orientation and training. Other risks are negligible.

ALTERNATIVES CONSIDERED:

Not approve funding – anticipated result is reduction in efficiency expected from LPS reorganisation. Without the Planning Technician position, reallocation of planning staff to undertake regional planning initiatives to support the Trust Council Strategic Plan and further the mandate would either not be possible, or would require reduction in planner assignments to local trust committees. This would result in either LPC work being delayed, or using consultants through annual budget requests to undertake the work of LPC.

CRITICAL SUCCESS FACTORS:

Improved efficiency in processing applications, reduced administrative work for Island Planners, more time protected for proactive planning work for local trust committees and for the Local Planning Committee. Improved efficiency of operations.

RECOMMENDED OPTION:

That $54,968 be budgeted to fund a permanent Planning Technician position.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

Annual Salary: $40,365*
Annual benefits $12,303*
Desktop Computer (one time): $1,100
Training: $1,200
Total: $54,968*

*pro-rated for 10 months beginning July 1, 2020 to March 31, 2021. Subsequent years would be $63,202 plus BCGEU increases.

Qualitative Analysis:
Centralised processing of building permits, referrals and siting and use permits will improve efficiency, and improve ability of planners to use their planning skills more appropriately. Position can be located in any of the three offices. Costs include computer and desk space requirements, and orientation and initial training in Islands Trust systems.

PURCHASING PROCEDURE:

Recruitment as per Islands Trust recruitment policy.

PROPOSED IMPLEMENTATION STRATEGY:

Post the opportunity as soon as approved for implementation on or as soon after April 1, 2020 as possible.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management includes working with LPS and management staff on implementation of the LPS reorganisation and incorporation of this position into LPS.

David Marlor, Director, Local Planning Services	October 10, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
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Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by:

David Marlor
Director of Local Planning Services

Business Area: Local Planning Services

Name of Request:

Permanent Senior Freshwater Specialist

$103,789

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

☐ **Other – please describe:** _____

Date of Funding Request: September 9, 2019

Funding Required for (date range): April 1, 2020

ISSUE/OPPORTUNITY:

Provision of freshwater is one of the limitations on use and density in the Islands Trust Area, given that the Island Trust Policy Statement requires islands to be self-sufficient in relation to water supply. The organisation has identified a need for a strategic approach to understanding freshwater on the islands.

In 2017 Trust Council approved funding for a Temporary Freshwater Specialist beginning in June 2017, and extended it twice, currently ending on March 31, 2020.

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 freshwater issues, undertaking review and providing advice on freshwater 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. Developed the Southern Gulf Islands Groundwater Sustainability Strategy Project
2. Support to Salt Spring Island Watershed Management Project (SWIPPA)
3. Local Planning Services support for water authorizations, riparian area regulations, re-zoning applications, subdivision applications, public inquiries, LTC top priorities, and outreach
4. Islands Trust representative on Regional District of Nanaimo Drinking Water and Watershed Protection Program
5. Islands Trust representative on Regional District of Cowichan Valley Drinking Water and Watershed Protection Program
6. External member of the Ministry of Environment Saltwater Intrusion Risk Mapping project
7. Review of contaminated aquifer processes
8. Review of DL696 (Keats Island) hydrological assessment report
9. Review of the Hornby Island Water Plan
10. Attendance and participation at over two dozen freshwater focused workshops
11. Organised and facilitated a Freshwater Forum
12. Completed three minute videos on freshwater in the Islands Trust Area.
13. Working with Ministry to implement Water Sustainability Act in the Islands Trust Area
14. Well monitoring program on Salt Spring Island
15. Islands Trust representative at technical conferences
16. Committed to increasing technical and scientific literacy in the organization and the Islands Trust Area in general

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 freshwater sustainability

PROJECTED RESULTS/DELIVERABLES:

Funding will allow us to continue the Senior Freshwater Specialist on a permanent basis. This position would be key in delivering research and managing inter-disciplinary projects on freshwater in the Islands Trust Area.

RISK ASSESSMENT:

As a stand-alone scientific position in the organisation, there is a risk that the officer's positions may be challenged, or lack peer review. This can be mitigated by developing internal processes for peer review.

ALTERNATIVES CONSIDERED:

1. Approve funding less than requested. This would result in less hours being available and less deliverables completed.
2. Approve funding for the 2020/21 Fiscal Year only. This would limit the long term ability to strategically plan and deliver on freshwater issues in the Trust Area.

3. Not fund the position. This may result in loss of scientific expertise in freshwater, or ending the program.

CRITICAL SUCCESS FACTORS:

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. On-going support and advice, coordinated with other jurisdictions, and harmonisation of freshwater related approvals.

RECOMMENDED OPTION:

That $103,789 be budgeted to fund a permanent Senior Freshwater Specialist.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

Annual Salary: $75,675
Annual benefits: $17,964
Travel: $7,600
Mobile Phone: $650
Training: $1,900
Total: $103,789

Qualitative Analysis:

As a scientific position, ability to peer review work has been identified as crucial to the success of the position. This may take the form of contracted peer reviews (for which funding is already available), to a panel or committee that may require additional costs. At this time staff is recommending the former option of contracted peer review on as-need basis using existing funding.

PURCHASING PROCEDURE:

Internal posting for expressions of interest or similar procedure.

PROPOSED IMPLEMENTATION STRATEGY:

Post the opportunity as soon as approved for implementation on or as soon after April 1, 2020 as possible.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
None.

David Marlor, Director, Local Planning Services — Initiator Name and Title

October 10, 2019 — Date

Reviewed by: Name and Title

Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC.
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Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by: Islands Trust Conservancy Board

Business Area: Islands Trust Conservancy

Name of Request: Covenant Management and Outreach Specialist (Permanent)

$84,754

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

☐ **Other – please describe:** _____

Date of Funding Request: October 1, 2019

Funding Required for (date range): April 1, 2020

ISSUE/OPPORTUNITY:

The Issue

Land conservation and stewardship is central to the object of the Islands Trust and is the core work of the Islands Trust Conservancy (ITC). As required by the *Islands Trust Act*, the Minister of Municipal Affairs and Housing approves an ITC Five-year Plan. The ITC also works strategically to implement a Trust Council endorsed Regional Conservation Plan. According to the ITC's approved goals and objectives, the ITC continues to increase the amount of managed conservation lands. The ITC currently manages 106 properties and, on average, takes on approximately three new properties each year as nature reserves or conservation covenants. All ITC nature reserves come with the responsibility of ongoing management planning and implementation of management plan recommendations. Continuing to responsibly manage lands, including covenants, in the context of the Islands Trust and ITC commitments to Reconciliation, First Nations engagement and climate change mitigation and adaptation requires increased property management resources. The ITC passed the following resolution at its October meeting to request an additional staff position to support these needs:

ITC-2019-035

It was MOVED and SECONDED,
that the Islands Trust Conservancy Board recommend to the Islands Trust Council that the 2019-2020 budget include funding for a permanent Covenant Management and Outreach Specialist position.

Reconciliation and First Nations

The ITC commitment to First Nations engagement is expressed in both the Five-Year Plan and the Regional Conservation Plan and supports the Trust Council and the ITC Reconciliation Declarations. The ITC is committed to the protection and preservation of the islands through processes that honour Reconciliation and mutually respectful relationships with Indigenous Peoples and recognizes the past, present, and future stewardship and knowledge that has been shared by Indigenous Peoples. Collaborative land management of conservation areas with First Nations is a pathway towards Reconciliation.

Climate Change

The Islands Trust has declared a Climate Change Emergency. Forest protection is important for climate change mitigation. In the Islands Trust Area, where there is 82% more standing carbon and 43% higher carbon sequestration potential than in the other areas of the Coastal Douglas-fir Biogeoclimatic Zone, there are significant opportunities to properly manage forests that both sequester and store large amounts of carbon for the urban centres located within the Georgia Basin – Puget Sound Airshed. Proper management of conservation areas is a key strategy to address climate change and includes needs for fire risk management, adaptation to sea level rise and planning for shifting ecosystems.

The Opportunity

The Islands Trust and Islands Trust Conservancy have an opportunity to continue to grow important nature conservation work to meet the object of the Islands Trust, contribute significantly to climate change adaptation and mitigation and provide a pathway to Reconciliation with First Nations. This opportunity is supported by providing the ITC with the key staff positions it requires to responsibly manage and steward nature reserves and covenants.

PROJECTED RESULTS/DELIVERABLES:

The creation of a permanent Covenant Management and Outreach Specialist position will result in:

1) Improved relationships with landowners as ITC staff will have more regular contact with covenant landowners, resulting in fewer covenant breaches and trespasses;
2) Reliable delivery of property management obligations, such as habitat restoration (including tree planting), invasive plant removal, care for species and ecosystems at risk, ecological monitoring where needed, and visitation management (e.g. trails and signage);
3) Increased staff time available for the Property Management Specialist to build and maintain relationships with First Nations and work on projects of mutual interest within Nature Reserves;
4) Increased resources for climate change mitigation and adaptation planning and implementation (e.g. management of fire risk, impacts of sea level rise, etc). The new position will take on the responsibilities of covenant management, including trespass and breach investigation, and will support new outreach programs. 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, climate change planning and more active, on-the-ground property management, including invasive species management, ecological restoration, recreation management and species surveys.
5) A landowner outreach function within the Islands Trust and ITC, providing more focussed contact with landowners about land conservation. It is anticipated that this will result in increased and better quality land donation and better stewardship of private lands.

These results will be accomplished by:

1) Providing an additional staff position focussed on covenants and outreach; and
2) Increasing the time available to the existing Property Management Specialist for important work such as building relationships with First Nations and building strategies to address climate change impacts on ITC properties.

RISK ASSESSMENT:

The ITC and Islands Trust are obligated to manage safety risks on ITC Nature Reserves and to enforce against trespass and covenant breaches. As ITC-managed lands increase, risk of breach, trespass and accident increase and costs associated with monitoring and managing these risks go up. If property management budgets and staff do not increase, it becomes harder to manage these risks. Without an increase to both staff levels and budgets, the ITC and Islands Trust are exposed to higher financial risk due to the potential for insurance claims and litigation associated with trespass and covenant breach.

Additionally, when budgets for staff and property management remain static, the need to focus resources on essential needs such as human safety (e.g. trees leaning over trails and houses) and covenant/nature reserve monitoring begin to eclipse care for ecosystems and species, which is the core purpose of land conservation, and planning for climate change impacts becomes negligible. Also, without additional resources, the ITC will be challenged to build relationships with First Nations. Working with First Nations to care for land is an important pathway towards Reconciliation.

ALTERNATIVES CONSIDERED:

At its October 1, 2019 meeting the ITC Board considered three alternatives prior to deciding on its request for a full-time, permanent Covenant Management and Outreach Specialist position.

1. Continuing the Covenant Management and Outreach Specialist position on a temporary basis

   Financial implications: increase of $85,569 to ITC staff budget.

   Benefits: No commitment to ongoing budget increase; increased time to evaluate the benefits of increased staff levels.

   Weaknesses: Maintains a high level of uncertainty for the ITC in its property management program making it difficult to create work plans and redefine roles of existing staff.

2. Seasonal covenant management position (no outreach)

   Financial implications: increase of $45,693 to ITC staff budget.

   Benefits: more moderate impact to budget; addresses anticipated increase in property monitoring and required, ongoing revisions to management plans, also provides added staff presence in the islands.

   Weaknesses: provides less staff presence on islands than a full-time position, provides no time for First Nations engagement, or strategic planning for impacts of climate change, and no outreach capacity will be added. Also, because of seasonal nature of position continuity of staff is a concern.

3. Using a contractor model for land management and monitoring (no outreach)

   Financial implications: increase of $45,000 to Property Management base budget resulting in property management budget of $110,000.

Item (all contracted)	Cost
Property Monitoring	$37,000
Management Planning and Archaeological Reviews	$31,000
Initial investigations of waiver requests, breeches and trespasses	$ 6,000
Other Management: • Invasive species management • Species and ecosystems at risk management • Visitor management (e.g. trails & signage) • Habitat restoration • Climate change planning and mitigation	$36,000 - $68,000*
TOTAL	$110,000 - $140,000*

**Staff have used the lesser budget amount for budgeting purposes, but are providing the costing for a full management program for information.*

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 no time for First Nations engagement or strategic planning for impacts of climate change; current Property Management Specialist capacity is stretched to develop and implement the number of contracts required to responsibly manage current ITC land holdings and increase to this budget may not be implementable because of staff limitations; no outreach capacity will be added.

CRITICAL SUCCESS FACTORS:

Creation of a permanent Covenant Management and Outreach Specialist position will free up time for the ITC Property Management Specialist to focus on First Nations engagement and climate change issues. This added time is critical to meeting the ITC's needs for First Nations engagement and to implementing the ITC's Reconciliation Declaration. It is also a critical component to the continued commitment of the ITC to conserve and manage lands in a time of climate change including meeting needs for fire risk management, adaptation to sea level rise and planning for shifting ecosystems.

Continuation of the Covenant Management and Outreach Specialist position is critical to relationship building and outreach with landowners which has the anticipated result of better land stewardship and fewer covenant breaches and trespasses. The new position will also ensure a successful transition of the Islands Trust Conservancy monitoring program from a contracted program. A smooth handover has taken place between the outgoing property monitoring contractors and ITC staff, mitigating the risk of damaging landowner and partner relationships.

RECOMMENDED OPTION:

Approve the Covenant Management and Outreach Specialist position as permanent. The increase in lands managed by the Islands Trust Conservancy added to the intent to conserve more lands, in an increasingly complex property management landscape, requires additional staff resources.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
The 2020-2021 cost is $85,569, including anticipated overtime for fieldwork, travel, training and equipment for a full-time, permanent position.

Summary for Business Case Insertion			
Salary + Benefits*	$	78,954	*Ongoing fiscal year cost*
Travel	$	4,400	*Ongoing fiscal year cost*
Cell Phone	$	650	*Ongoing fiscal year cost*
Computer - Laptop	$	-	*One-time expense*
Computer - Desktop	$	-	*One-time expense*
Training	$	750	*Ongoing fiscal year cost (may decrease over time)*
Overtime	$		
TOTAL COST OF NEW POSITION in 1st year	**$**	**84,754**	
	*includes anticipated overtime of $3,210		
Total one-time expenses	**$**	**-**	
Total yearly expenses	$	84,754	

Qualitative Analysis:
Making covenant monitoring a staff function will increase opportunities to develop and strengthen the ITC's relationships with its landowners. Adding a staff member who can also do landowner outreach will increase the ITC presence on islands and will increase the likelihood of developing relationships that may lead to added land conservation and reduced incidences of covenant breach and trespass. Removing covenant management from the duties of the Property Management Specialist will free up time for this position to focus on First Nations engagement and First Nations involvement in ITC property management. It will also allow the Property Management Specialist to develop strategies to mitigate and adapt to climate change on ITC managed lands.

PURCHASING PROCEDURE:

Recruitment as per Islands Trust recruitment policy.

PROPOSED IMPLEMENTATION STRATEGY:

ITC has already drafted the job description and hired for the position. Should the Covenant Management and Outreach Specialist position become permanent, the ITC will recruit a permanent staff member as per the Islands Trust recruitment policy. It is anticipated that this could occur very quickly upon budget approval. If the position is made permanent, ITC staff will review the Property Management Specialist and Ecosystem Protection Specialist job descriptions and adjust them to reflect the reallocation of some existing duties. This review is not expected to result in a change to other position classifications.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

For the 2019-2020 fiscal year, the ITC requested a temporary, auxiliary Covenant Management and Outreach Specialist to allow management staff to evaluate the effectiveness of increasing the ITC staff levels and to manage change within the ITC unit. This gradual integration of a new position also allowed management staff

to begin conversations with other staff regarding their shift in job duties. Existing staff have been consulted as stakeholders and their input has been considered in the request to make the position permanent.

The overlap of the Covenant Management and Outreach Specialist with a reduced monitoring contract with the retiring ITC property monitors allowed for an effective transfer of knowledge to ITC staff. The trial currently underway has been beneficial to change management allowing staff to introduce the new role gently to covenant landowners and to build an internal system for covenant monitoring.

All new staff are provided with orientation and training to help manage their integration into the Islands Trust and the Islands Trust Conservancy.

Islands Trust Conservancy Board	October 1, 2019
Initiator Name and Title	Date
Clare Frater	October 17, 2019
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
    - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
    - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Islands Trust

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by:

David Marlor
Director of Local Planning Services

Business Area: Local Planning Services

Name of Request:
Reallocation of Grants Administration role to new position

Budget impact: $nil

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

New Staff Resources (see Staff Costing Tool)
Permanent
Temporary
Temp Duration: _____

☐ **Other – please describe:** _____

Date of Funding Request:
No new funding required

Funding Required for (date range):
No new funding required

ISSUE/OPPORTUNITY:

The 2018 Local Planning Services review has identified a need for a further support to local trust committees on non-planning related issues, such as local advocacy that was not taken on by the Executive Committee. This work needs to be undertaken in a coordinated way with Trust Area Services to ensure local advocacy is consistent and complimentary to Trust Council's advocacy program. In the review, planners indicated that a portion of their time was being taken up by writing advocacy letters on behalf of local trust committees.

The Grants Manager position was conceived as a two-day a week position that would manage all grant applications, from keeping an inventory of grant opportunities, to writing and monitoring grants. In reality, grants for strictly planning purposes are few, with most grants being for built infrastructure. Further, grant opportunities rarely lined up with local planning objectives and most often required matching funds from the local government. As a result in the past six years, the following grants have been administered at the Islands Trust:

Fiscal Year	Grants Applied For	Grants Awarded	Grants Accepted by Trust
FY2014/15	$402,557	$402,557	$402,557
FY2015/16	$121,275	$6,037	$1,762
FY2016/17	$11,815	$11,815	$9,465
FY2017/18	$42,730	$40,869	$35,744
FY2018/19	$17,681	$16305	$12,105
FY2019/20**	$2,978	$2,851	$2,851

** as of date of this report.

During the development of the Programs Coordinator position reporting to the Director of Trust Area Services, the intention was always to include grants administration into that role. As such the job description and the expectation of that role is to take on the administration of grants. This better aligns the grants administration with the volume and nature of grants, and allows grants that are not only related to local planning to be considered (such as grants that would benefit trust-wide services).

This transfers frees two-days a week position that is being transitioned into the new roles of providing local planning committee advocacy support. Structurally, the position will report to the Director of Trust Area Services but will continue to undertake work for local planning services and be funded through local planning services.

The job title and description for the position will be rewritten, with the intention to retain the current classification.

PROJECTED RESULTS/DELIVERABLES:

The result is a better alignment of resources to the work requirements of local trust committees. The job profile for the position will be amended to reflect the changes.

RISK ASSESSMENT:

Risk that the Public Service Agency classification consideration of the new role may not be favourable.

ALTERNATIVES CONSIDERED:

During the LPS 2018 review staff considered how best to address the concern of low grant activity and lack of non-planning support resources to local trust committees. Staff considered increasing staff to provide support to local planning committees. This option would have increased capacity and costs.

CRITICAL SUCCESS FACTORS:

Removal of non-planning related activities from planners workload, coordinated timely responses to local trust committee advocacy issues, and improved resources and flexibility for the Trust Area Services policy analysist and advocacy roles.

RECOMMENDED OPTION:

n/a – this business case is for information.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

No change in costs but increased productivity with better aligned resources.

Qualitative Analysis:

The change realigns staff resources with demand, frees up planners to undertake planning work and improves communication and collaboration between Trust Area Services and Local Planning Services.

PURCHASING PROCEDURE:

If PSA determines this to be a brand new position and not a reclassification of an existing position (if they are too dissimilar from one another), a competition will need to be completed. Internal competitions are efficient and would result in a qualified candidate.

If deemed a reclassification and not a new position, no hiring competition required.

PROPOSED IMPLEMENTATION STRATEGY:

The incumbent is currently undertaking the new role gradually. Grants will be handed off to Programs Coordinator before end of Fiscal year 2019/20. Job Profile will be updated and submitted for classification with intent to retain current classification (Grid 21).

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management includes working with LPS and management staff on implementation of the LPS reorganisation and incorporation of these changes in Local Planning Services and Trust Area Services.

David Marlor, Director, Local Planning Services	November 7, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**__ YES ___ NO n/a – for information**
Business Case reviewed by management team or CAO?	**_X__ YES __ NO**
Next steps: o n/a - For information.	

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 12, 2020
From:	Salt Spring Island Local Trust Committee	**Date Prepared:**	February 18, 2020

SUBJECT: Salt Spring Island Water Sustainability – Special Property Tax Requisition

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RECOMMENDATION:
THAT the Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of $75,500 in its 2020/21 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee (LTC) in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The special property tax requisition of $75,500 will be used to fund the additional operations of the Salt Spring Island Local Trust Committee in exercising its delegated authority to coordinate the work of the Salt Spring Island Watershed Protection Authority (SSIWPA).

PURPOSE

The purpose of this Request for Decision is to request that Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of $75,500 in its 2020/21 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

BACKGROUND

On June 10, 2013, Trust Council approved Bylaw 154, a bylaw that delegates certain additional powers to the Salt Spring Island Local Trust Committee to support the preservation and protection of water quality and quantity within the Salt Spring Island Local Trust Area. Specifically, Bylaw 154 delegates the SSILTC the powers (from *Islands Trust Act* section 8.2(b)) to:

- *coordinate* and *assist* in the *determination* of regional, improvement district and government of British Columbia policies; and
- *coordinate* the *implementation* and *carrying out* of regional, improvement district and government of British Columbia policies; and

Bylaw 154 also requires that funding for related operations be achieved through a special tax requisition within the Salt Spring Island Local Trust Area, where related expenditures will be $5,000 or more.

The purpose of SSIWPA is to:

- Provide a framework for freshwater resources in the Salt Spring Island Local Trust Area to be managed in a manner that integrates and considers both human and ecosystem needs through integrated planning, policy development and recommendations for implementation by member agencies and organizations;
- Advise on policies of regional, local and provincial government organizations that are related to freshwater resources;
- Coordinate the implementation of those policies.

To date, coordination of SSIWPA operations has been performed by a contractor with some administrative and other assistance from Islands Trust staff.

The SSIWPA Steering Committee holds regular meetings to develop strategies and recommendations to the member agencies in order to secure the long-term health, protection and stewardship of watersheds, surface and groundwater resources. These meetings are a forum for member agency representatives to cooperatively determine information gaps, and to coordinate joint actions to fill those gaps. The Steering Committee also relies on technical review, advice and reports prepared by its Technical Working Group and Conservation and Efficiency Working Group, which consist of member agency staff and local volunteers with inter-disciplinary professional qualifications related to integrated freshwater resource management.

SSIWPA focused on the issue of water quality in the St. Mary Lake watershed in 2014-15; undertaking community-based research and monitoring, and integrating both technical and public advisory in a multi-stakeholder planning process that resulted in the "Integrated Watershed Management Plan for the St. Mary Lake Watershed 2015" on Salt Spring Island.

In 2016, SSIWPA expanded its focus from the St. Mary Lake Watershed to an island-wide effort called the Integrated Watershed Management Program (IWM) in order to coordinate efforts by member agencies to quantify water availability in select watersheds, and a mechanism to begin to estimate groundwater budgets through survey, modelling and monitoring, on an island scale. Member agencies developed collaborative projects to achieve the goals of this program.

The 2017 Annual Report documents progress on the many inter-related projects in the IWM.

In 2018, SSIWPA also developed the Salt Spring Island Water Sustainability Framework through a strategic planning process that included members of Steering Committee and Working Groups. The Framework replaces the IWM program charter. The Framework as guidance document serves as an iterative tool for focussing collaborative efforts by multiple government and non-government groups in order to achieve the purpose of SSIWPA, and for tracking progress and relationships between actions and results.

See Appendix 2 for SSIWPA's proposed work plan and budget for fiscal 2020/21 as agreed by the SSIWPA Steering Committee at its January 17, 2020 meeting.

SPECIAL PROPERTY TAX REQUISITION

Pursuant to Trust Council Policy 6.3.ii, an individual Local Trust Committee can request a special property tax requisition for additional operations that are not included within the general operations of all local trust committees. Special property tax requisitions are approved by Islands Trust Council and must be formally requested by resolution of the Local Trust Committee. Trust Council Policy 6.3.ii includes a checklist for LTCs to follow - attached as Appendix 1.

At its February 18, 2020 meeting, Salt Spring Island Local Trust Committee passed the following resolution:

THAT the Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of $75,500 in its 2020/21 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee (LTC) in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

Carried
Opposed: Trustee Patrick

In accordance with *Islands Trust Council Policy 6.3.ii -- Special Property Tax Requisition*, the proposed special property tax requisition of $75,500 for 2020/21 went through a public consultation stage along with the overall Trust Council budget of 2020/21.

A summary of that consultation was provided by Trust Area Services and is attached as Appendix 3.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
The Salt Spring Island Local Trust Committee (SSI LTC) intends to continue to use the requisitioned funds to support coordination of the Salt Spring Island Watershed Protection Alliance (SSIWPA) (formerly the Salt Spring Watershed Protection Authority) – a multi-agency body dedicated to watershed protection on Salt Spring Island through collaborative watershed management.

Inclusion of the funds enables the continuation of contract coordination services to administer and manage SSIWPA's operations and projects on behalf of the SSI LTC. Some additional administrative work related to contract management, financial management, management of grant awards and related SSI LTC work is undertaken by Islands Trust staff.

FINANCIAL:
The taxation implications of this decision would relate only to the Salt Spring Island Local Trust Area. The funds requisitioned would be spent to fund the additional operations of the SSI LTC, pursuant to the additional powers that Trust Council has delegated to it (coordination of SSIWPA).

The proposed budget is:

Coordinator Contract(s)	$ 60,000
Meeting Costs:	$ 2,290
Events and Comm.	$ 12,800
Total	**$ 75,090**

See Appendix 2 for the proposed SSIWPA Work Plan and Budget for 2020/21.

Trust Council will note that the SSIWPA budget contains a projected $31,210 earmarked for "SSIWPA Projects." Staff understand that it is SSIWPA's intention that the LTC direct these funds to agency projects on the SSIWPA work plan. However, given the conclusions of the memo from Islands Trust directors of Administrative Services and Local Planning Services about how special property tax requisition funds may be allocated included in the February 18, 2020 LTC meeting agenda, and remaining uncertainty about what types of activities the LTC can undertake with funds secured under Bylaw No. 154, staff believe it is prudent that the LTC remain conservative in its interpretation of how

special tax requisition funds can be used and not factor this item into the special property tax requisition.

POLICY:
No implications for current policy.

IMPLEMENTATION/COMMUNICATIONS:
If approved, the request for a special tax requisition within the Salt Spring Island Local Trust Area would be delivered to the Minister of Finance, along with the rest of the Islands Trust property tax requisition request.

RELEVANT POLICY

Islands Trust Council Bylaw 154
14(3)(iii) of the Islands Trust Act
Islands Trust Council Policy 6.3.ii -- Special Property Tax Requisition

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ATTACHMENTS

Appendix 1 – Trust Council Policy 6.3.ii checklist
Appendix 2 – SSIWPA Proposed Work Plan and Operations Budget
Appendix 3 – Special Property Tax Requisition – Consultation Summary

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RESPONSE OPTIONS

Recommended:
THAT the Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of $75,500 in its 2020/21 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

Alternatives:
1. That the Islands Trust Council include a special property tax requisition for the 2020/21 fiscal year for a lesser amount than requested by the SSILTC
2. That the Islands Trust Council include a special property tax requisition for the 2020/21 fiscal year for a greater amount than requested by the SSILTC.
3. That the Islands Trust Council does not include a special property tax requisition for the Salt Spring Island Local Trust Area for the 2020/21 fiscal year.

Prepared By:

Jason Youmans, Island Planner, Local Planning Services, February 11, 2019

Reviewed By/Date:

Salt Spring Island Local Trust Committee, February 18, 2020
Financial Planning Committee, DATE
Russ Hotsenpiller, CAO, DATE
David Marlor, DLPS, DATE

a) approved.

b) Any funds, generated through the special requisition, which are unspent at the conclusion of the fiscal year, will be held in reserve for the Local Trust Committee's use in the subsequent fiscal year to:
   i) complete the previously approved initiative or program; or
   ii) undertake a new program, subject to a further resolution of the Local Trust Committee to do so.

c) Unspent funds can not be used to offset a general property tax requisition.

2. Special Property Tax Requisition Checklist

Budget Submission

Description of Task	**Deadline**	**Date Completed**
Local Planning Services Staff assigned to LTCs develop "additional operations" budget proposal on behalf of LTCs prior to December Trust Council meeting and submit them to FPC for review.	November FPC meeting	November 12, 2019
Director of Local Planning Services presents "additional operations" budget proposals to Financial Planning Committee, with input from LTCs, indicating whether any of the proposed 'additional operations' are related to delegated powers and must be funded through a special property tax requisition.	December Trust Council meeting	November 12, 2019
Financial Planning Committee makes recommendations to Trust Council regarding budget proposals made by LTCs, identifying • Any that must be funded through a special property tax requisition pursuant to a Trust Council delegation bylaw (e.g. Bylaw 154). • Any other LTC proposals that it recommends be funded through a special property tax requisition, rather than through inclusion in the general Islands Trust budget. Director of Local Planning Services provides additional information to Trust Council about LTC proposals, as needed.	December Trust Council meeting	December 12, 2019
If December Trust Council does not approve the LTC "additional operations" budget proposal for inclusion in the general Islands Trust budget, or if the LTC additional operations are related to delegated powers that must be funded through a special property tax requisition:		
• LTC passes resolution to pursue special property tax requisition to fund the "additional operations" budget proposal:	January	February 18, 2020
- copy of resolution attached		In RFD
• LTC requests staff to conduct public consultation on the special tax requisition proposal:	Mid-February	No resolution – undertaken through Trust Council budget consultation
- copy of advertisement attached		Attached
- if public meeting held, minutes of the discussion attached		N/A
○ written summary of public feedback attached		Attached
• Staff prepare Request for Decision (RFD) proposed by LTC for March Trust Council binder, requesting a bylaw to authorize a special property tax requisition. The RFD will include an assessment of organizational and other implications, a completed copy of this checklist along with any attached documentation.	February FPC meeting	February 18, 2020

			Year:	2019	2020				2021			
	Area or Watershed	**Lead Agency**	**Quarter:**		1	2	3	4	1	2	Partner Agencies	Status
Water Availability Analysis												
Groundwater Availability	Cedar Lane	CRD									FLNR, IT, Cedar Lane Commission	Not started
Water Availability and Climate Change Assessment	Weston	CRD									FLNR, Fulford Commission	Not started
Monitoring												
Groundwater Well Level Monitoring - Pilot	Island	IT + FLNR										31-Mar
Groundwater Well Monitoring Network	Island	IT+FLNR										In process
Lake Level Monitoring	Bullock	IT										In process
	Cusheon	IT										In process
	Weston	IT										In process
	Stowell	IT										In process
	Ford	IT										Not started
Water System Data Management Assistance												Not started
Policy and Planning												
Policy Review - Rainwater Guides	Island	SSIWPA									CRD, FLNR	Not started
Definition of Proof of Sufficient Water	Island	SSIWPA									CRD, FLNR	Not started
Events and Communications - Rainwater Best Practices												
Brochure	Island	SSIWPA									CRD, FLNR	In process
Non-Potable Rainwater Harvesting Best Practices Guide	Island	SSIWPA									CRD, FLNR	In process
Rebate Program	Island	pending									IT, FLNR	Not started
Professional Design Guide for Potable Rainwater Systems	Regional	Pending if regional									CRD, FLNR	Not started
Communciations: Events, Online, Community	Island	SSIWPA									CRD, FLNR	In process

First Quarter April - Jun = Q1 Second Quarter July - Sept = Q2 Third Quarter Oct - Dec = Q3 Fourth Quarter Jan-Mar = Q4

Islands Trust
SSIWPA Coordination Budget 2020-2021

INCOME		CASH	IN KIND
	Tax Requisition (Proposed)	98,500.00	
	Province of BC Grant	7,800.00	
	Administrative Services		250.00
TOTAL INCOME		**106,300.00**	**250.00**
EXPENSES			
Coordination			
	Coordinator Contract	60,000.00	
Coordination Subtotal		60,000.00	
Events and Communications			
	Communications Materials	6,500.00	
	Events	2,700.00	
	Website	3,600.00	
Events and Communications Subtotal		12,800.00	
Meetings			
	Steering Committee	550.00	
	Technical Working Group	260.00	
	Rainwater Subcommittee	160.00	
	Minute-taker	1,320.00	
	Administrative Services		250.00
Meetings Subtotal		2,290.00	250.00
SSIWPA Projects		31,210.00	
TOTAL EXPENSES		**106,300.00**	**250.00**

Budget Surplus/Deficit (Income - Expenses)	**-**

How was the budget survey process advertised on Salt Spring Island Local Trust Area?

This year we intended to put $500 into advertising on Facebook. Unfortunately, our advertising was blocked due to a new Facebook initiative.

The Facebook platform is working to verify Facebook users who are advertising about social issues or politics. We have started the verification process and are currently waiting for a letter from Facebook, which will provide us with a confirmation code that we need to have in order to move forward in the verification process.

Despite the inability to advertise on Facebook, through relationship building with our supporters, such as Island conservancy, nature and climate change groups, the survey posts were organically shared through the Islands Trust area. In addition, we shared our survey to some Island discussion groups, which likely accounted for half of our survey respondents.

Trustees

- TBD

Social Media

- Islands Trust Facebook group page
- Salt Spring Island Forum (a place to discuss Salt Spring Island topics) Facebook group page
- Salt Spring Island Conservancy Facebook group page
- Gulf Island Driftwood Facebook group page

Print Ads

- Gulf Island Driftwood
- Salt Spring Island Exchange

Email

- Emailed Piers Island residents through their social email list

2020/21 Trust Council Budget Survey – SSI Special Property Tax Requisition

Two questions about the proposed special property tax requisition were included in the 2020/21 Trust Council online budget consultation survey which closed on February 9, 2020.

These questions were as follows:

1) Salt Spring Island Special Property Tax Levy

   A special property tax levy is a mechanism by which Islands Trust funds a special initiative taking place in a single local trust area through a tax levied on property owners only in that local trust area. The tax can be used when a local trust committee wishes to take on a large initiative with local significance or to take on additional operations. Since 2014, the Salt Spring Island Local Trust Committee has funded, through a special local tax requisition, the Salt Spring Island Water Protection Alliance to support work related to the preservation and protect of water resources in the Salt Spring Island Local Trust Area.

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

   Yes / No / I don't know /I don't have an opinion

2) The special property tax requisition to fund the coordination of initiatives to preserve and protect freshwater on Salt Spring Island in 2020/21 is proposed to be $98,500.

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

There were 64 responses to question 1 as follows:

Yes: 41 (64.06%)
No: 19 (19%)
I don't know: 3 (4.69%)
I don't have an opinion: 1 (1.56%)

There were 65 responses to question 2 as follows:

Too much: 20 (30.77%)
Too little: 6 (9.23%)
Just right: 19 (29.23%)
I don't know: 13 (20%)
I don't have an opinion: 7 (10.77%)

Have Your Say!

2020/21 Islands Trust Budget

We're putting together the Islands Trust budget 2020/21 with a climate action focus. We want your input!

Please complete our survey and tell us what you think.

islandstrust.bc.ca/budget

The deadline for survey completion is **February 9, 2020**

E: budget@islandstrust.bc.ca T: 250.405.5151

Islands Trust

Preserving and protecting the islands in the Salish Sea. Learn more about what we do at islandstrust.bc.ca

Islands Trust

Published by Vicki Swan [?] · January 31 at 3:31 PM ·

BUDGETING FOR THE FUTURE
Our draft 2020/21 budget is focused on climate action. Before we finalize the budget we want your input.

Please tell us what you think by doing our survey at:
https://www.surveymonkey.com/r/IslandsTrust_Budget2020_21

The deadline for comments is February 9, 2020
#ClimateActionBudget
#IslandsTrust
#PreserveAndProtect
#ClimateAction
#ClimateChange

Islands Trust
Published by Vicki Swan [?] · January 24 at 7:09 PM ·

WE WANT YOUR INPUT!
Our proposed 2020/21 budget has a focus on climate action and we'd like you to tell us what you think.

Please do our survey at:
https://www.surveymonkey.com/r/IslandsTrust_Budget2020_21... See More

We're putting together the Islands Trust budget 2020/21 with a climate action focus.and we want your input. Learn about the budget and how to express your opinions at:

islandstrust.bc.ca/budget

E: budget@islandstrust.bc.ca T: 250.405.5151

The deadline for survey completion is **February 9, 2020**

Islands Trust

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 10, 2020
From:	Trust Area Services	**Date Prepared:**	February 19, 2020
SUBJECT:	**PUBLIC FEEDBACK ON DRAFT 2020/21 BUDGET**		

PURPOSE:

This briefing provides Trust Council with the results of the public consultation process for the Islands Trust Council's draft 2020/21 budget, which took place between January 24 and February 9, 2020. The main mechanism for people to respond to the draft budget was through an online survey. **The survey was completed by 745 members of the public.** A further six submissions arrived via email. This compares to 178 surveys last year (81 in 2018) and 37 email comments last year (six in 2018).

BACKGROUND:

Under its Terms of Reference, the Financial Planning Committee (FPC) has responsibility for representing the interests of Council, Executive Committee, and Council Committees throughout the budget process, which includes designing the process for public input. Executive Committee has responsibility for delivering an effective public relations program, which includes public consultation on the draft budget.

Promotion

In support of the 2020/21 consultation process, Islands Trust issued a news release, sent subscriber messages and purchased ads in four newspapers (Bowen Undercurrent, Gulf Islands Driftwood, Gabriola Sounder and Denman-Hornby Grapevine), six ads in various monthly publications, and one online banner display ad on the Salt Spring Exchange website. During the consultation period, the Gulf Islands Driftwood, My Comox Valley Now, and My Coast Now published articles about the budget consultation based on the Islands Trust's news release. The Nanaimo Bulletin published a report based on the news release and featured an interview with Trustee Colborne.

A social media campaign complemented the print advertising. It involved two tweets and two Facebook posts one week apart. This year, staff intended to advertise via Facebook. Unfortunately, advertising got blocked due to a new Facebook initiative to verify users. Despite the inability to advertise on Facebook, through reaching out to organizations on the islands with Facebook and to island-based Facebook discussion groups, the survey posts were shared throughout the Islands Trust Area. Facebook posts generated a total of 14 "Likes," 4,612 "Reaches," 1,284 "Engagements," and 40 "Shares." Twitter posts generated four retweets and nine likes.

Input via Survey

Similar to budget consultations since 2016, an anonymous online survey was used to gather feedback on the proposed budget. Freely available online sample size calculators determine that a sample of 649 responses generates a statistically valid data set for this exercise, assuming a 99% confidence level, a 5% margin of error, and a population size of 26,000. Islands Trust received 745 survey responses which is above this figure. This calculator does not take into consideration the self-selection bias associated with the form of consultation undertaken or that not all respondents answered all questions, but does indicate Islands Trust is making substantial progress in its consultation programming.

Some headline observations from the survey results include:

- The local trust/island municipality areas with the highest number of respondents were North Pender (126 participants, 16.96%), Salt Spring Island (102 participants, 13.73%), and Mayne Island (92 participants, 12.38%). Eighteen respondents identified with the entire Trust Area;

- 73.83 % of respondents were full-time residents in their local trust area or island municipality;

- In terms of the tax rate:
    - 33% of respondents would like to see it increased to add new programming or improve existing services and programs;
    - 15.7% would like to see it remain the same;
    - 31.4% would like to see the rate remain the same but with resources allocated differently; and,
    - 14.6% would like to decrease taxes by reducing services and programs from current levels

- When asked to rank the climate-related Strategic Plan projects, respondents ranked "developing a regional freshwater strategy" the highest (6.45/8) while they ranked "test and develop the potential to broadcast public meetings"(3.88/8) and "continue the Policy Statement Amendment Project (3.2/8)" the lowest. The other projects ranked between 4.2/8 and 4.95/8.

- When asked if they would like to see increased funding for:

Local land-use planning services	Trust Area Services	Conservancy
33% said yes	30% said yes	48% said yes
29% said funding was appropriate	32% said funding was appropriate	27% said funding was appropriate
28% said no	31% said no	22% said no

- When asked about application fees:
    - 43% agree: Applicants should pay the full cost of processing their application
    - 36% agree: Islands Trust property owners should fund the fee charged for planning applications by less than 50%
    - 14.5% agree: Islands Trust property owners should fund the fee charged for planning applications by less than 50%
    - 74% agree that Islands Trust should continue to sponsor the application fee for development applications by other government agencies or not for profit organisations for initiatives that have community benefit, including affordable housing.

- 64% of Salt Spring Island respondents support a special property tax requisition in the Salt Spring Island Local Trust Area to fund the coordination of initiatives to preserve and protect freshwater on SSI
    - 30% considered $98,500 too much, 29% considered it just right, and 9% considered it too little, and 31% didn't know/had no opinion.

Input via e-mail

A dedicated e-mail in-box (budget@islandstrust.bc.ca) was made available for budget related e-mails. It was set up with an auto-response that thanked people for their input, advised them it would form part of the public record and encouraged them to also fill out the survey.

Six responses arrived via email either via the budget inbox or were sent directly to the Islands Trust Council Chair, or the Salt Spring Island Local Trust Committee.

ATTACHMENT(S):

1. Survey feedback on the draft 2020/21 Islands Trust budget.
2. E-mailed feedback on the draft 2020/21 Islands Trust budget.

FOLLOW-UP:

The Islands Trust will report back to the public about Trust Council's approval of the 2019/20 budget via a news release issued in March.

Prepared By: Vicki Swan, Communications Specialist
Clare Frater, Director, Trust Area Services, February 19, 2020

Reviewed By/Date: Russ Hotsenpiller, CAO/February 20, 2020

Results of Online Public Survey re DRAFT 2020/2021 Budget

Between January 24 and February 9, 2020, the public were invited to comment on the Islands Trust draft 2020/21 budget through an online anonymous survey.

The survey was completed by 745 members of the public and took, on average, 11 minutes to complete with a 61% estimated completion rate.

So that some context is provided, the full text of the survey has been included alongside the results, which also features the raw data of all responses submitted through the survey process.

Survey Introductory Text

We Need Your Input!

Thank you for taking the time to complete our Budget 2020/21 survey. This year, the budget has a climate-action focus, which fits with the Islands Trust Council's March 2019 Climate Emergency Declaration and the Islands Trust's mandate to preserve and protect more than 450 islands in the Salish Sea.

Before you start, there are some things you need to know:

Survey Closes: Sunday, February 9, 11:59 p.m.

When you complete the survey you are anonymous.

Survey results, and any other input we get about Budget 2020/21, may be shared publicly at Islands Trust meetings, on our website, through social media, or in our publications or documents.

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

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

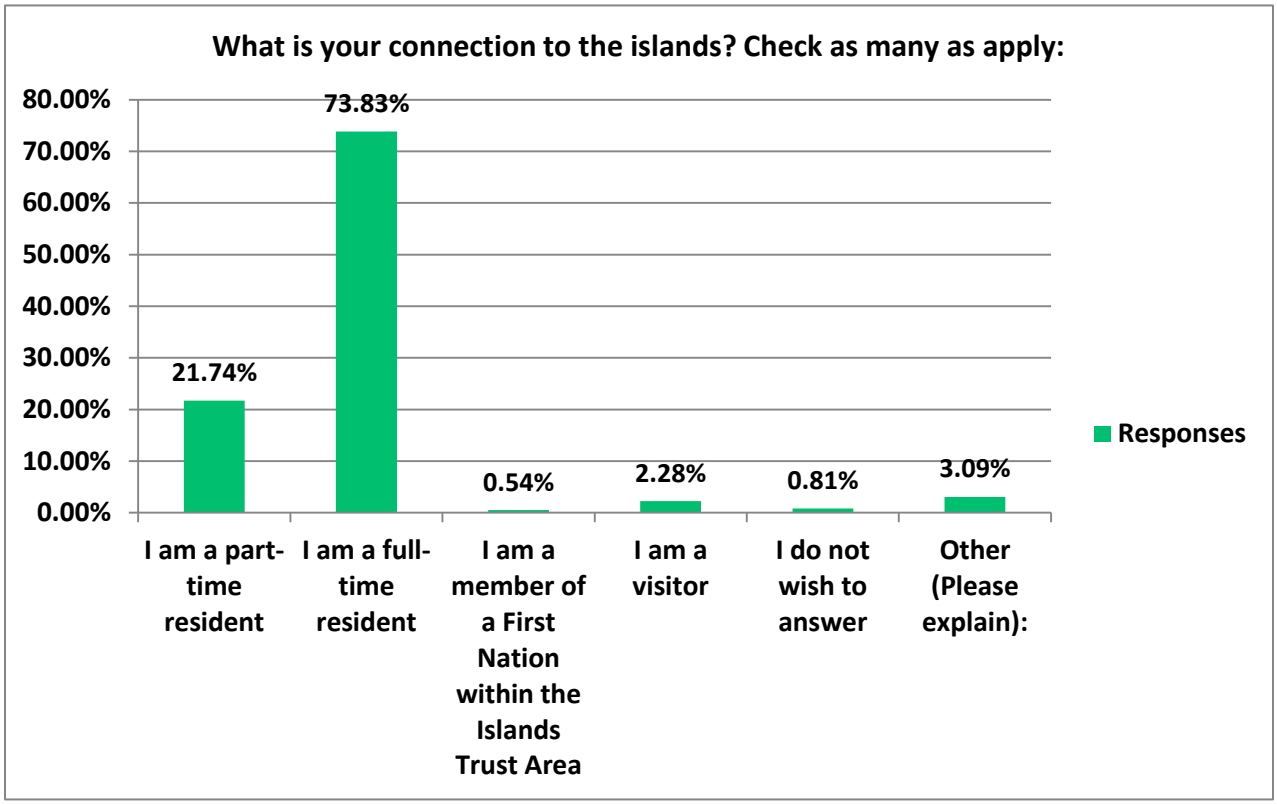
There can be only one survey response per computer. If you share a computer with someone who also wants to respond, please work together on your response, or email your comments to us at budget@islandstrust.bc.ca.

Tell us about yourself

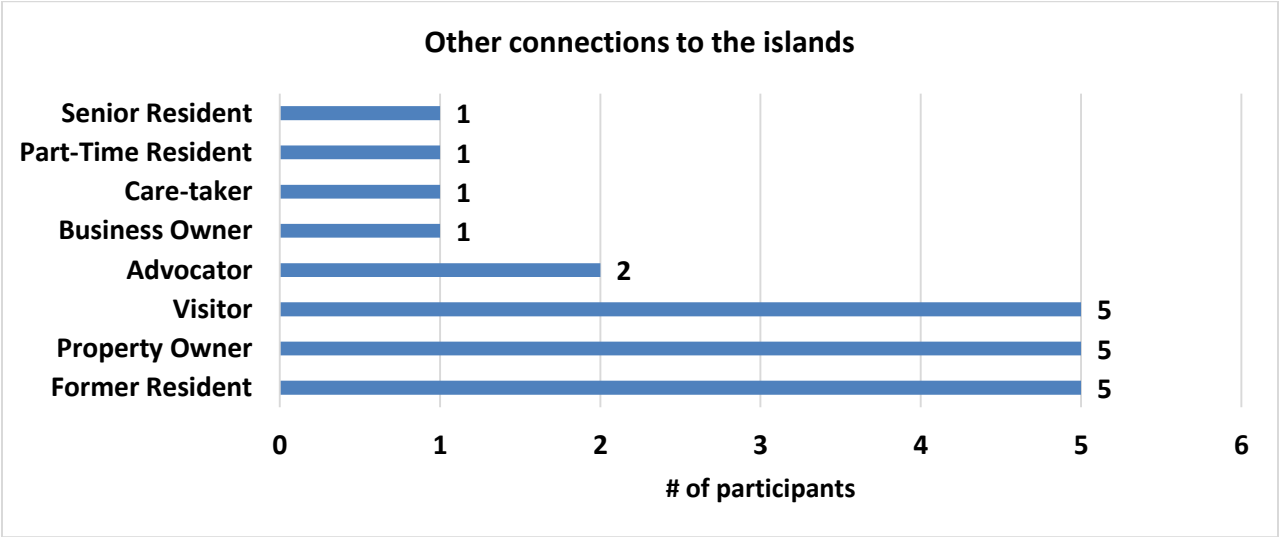
Question 1

- 745 out of 745 competed (100%) who participated in the survey completed question 1

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



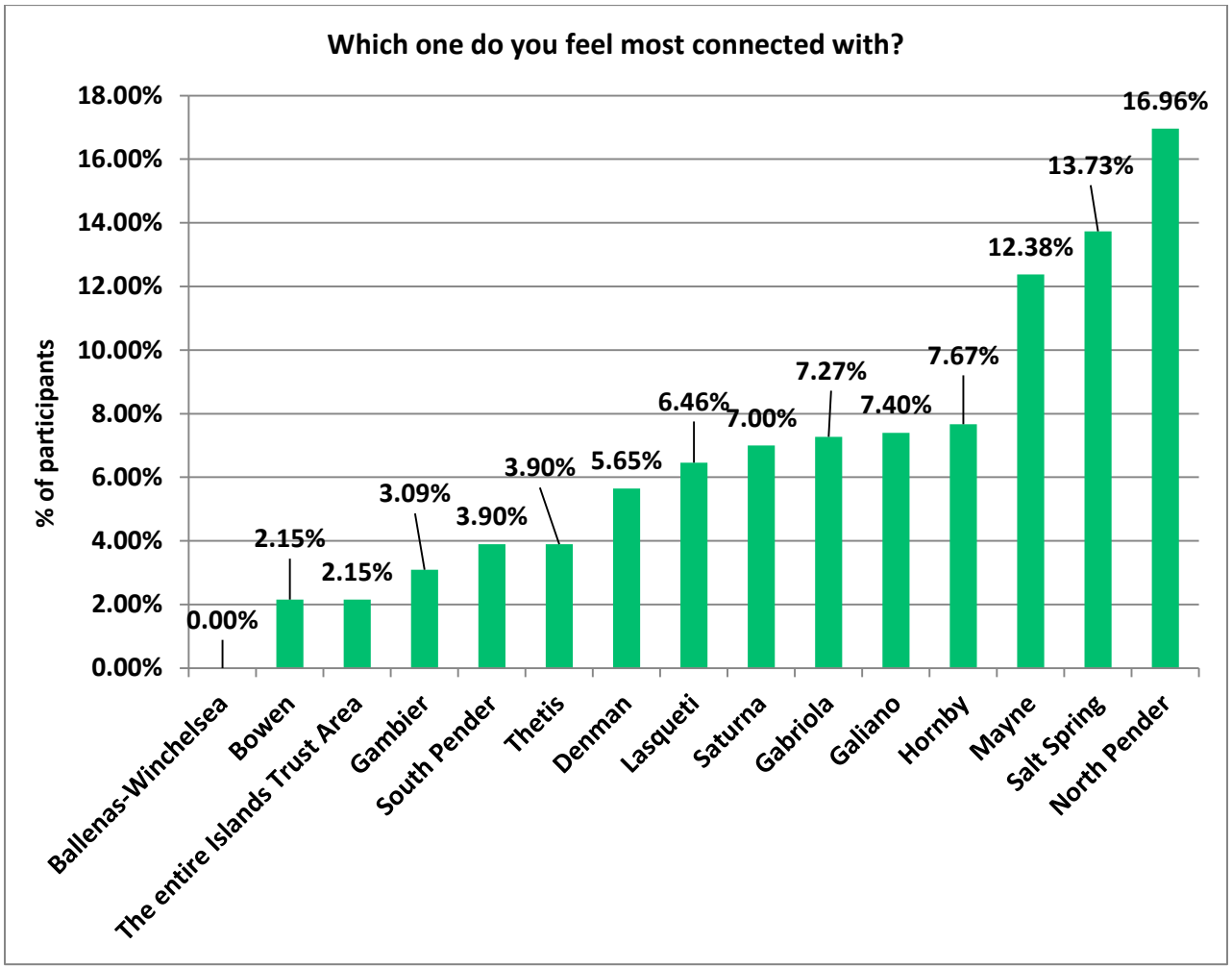
In the graph below, participants had an opportunity to provide other reasons why they were connected to the island.

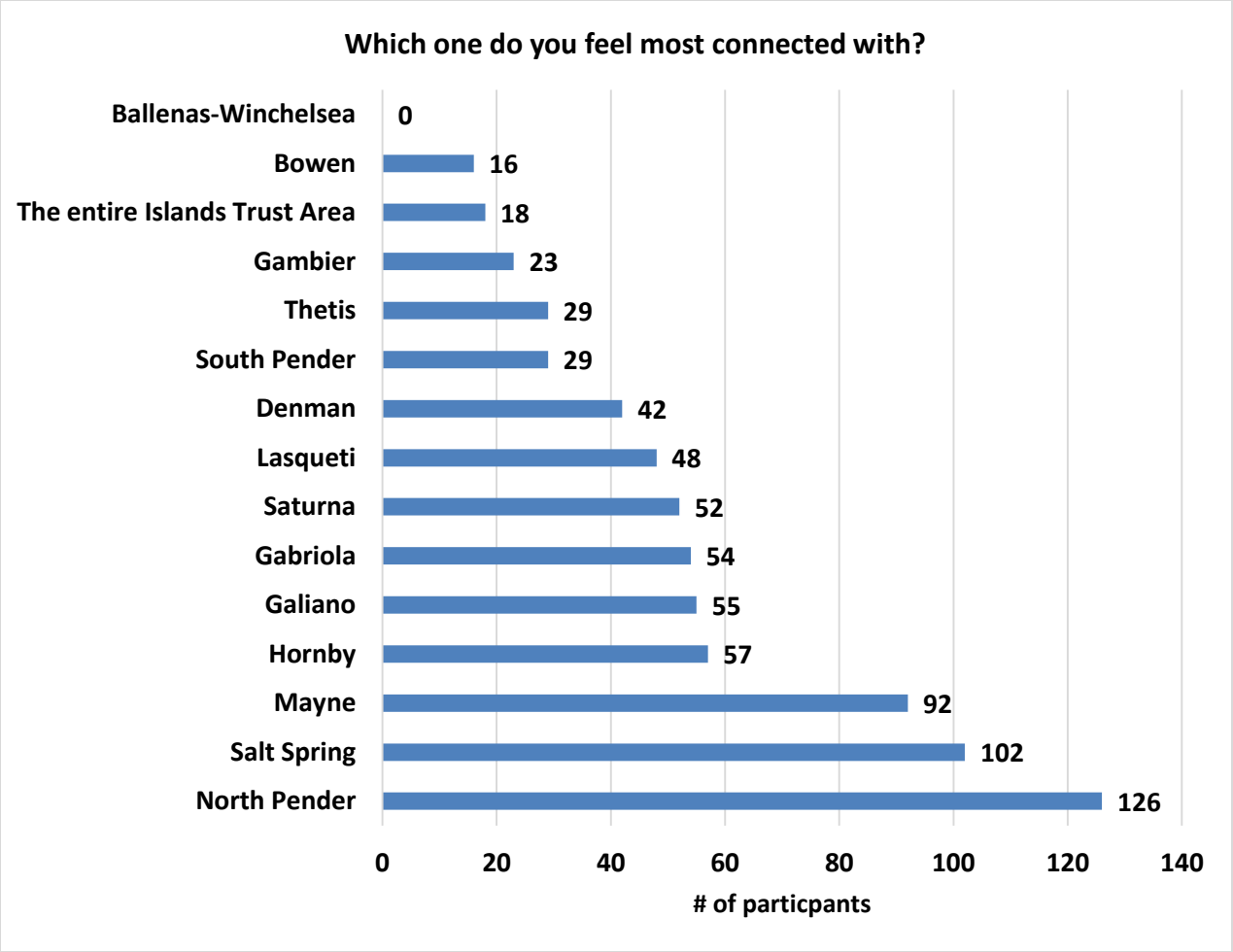


Question 2

- 743 out of 745 (99.7%) who participated in the survey completed question 2

The Islands Trust Area is made up of 13 local trust areas (like communities within a district) and Bowen Island Municipality.





Proposed 2020/21 Budget

Islands Trust works to preserve and protect over 450 islands in the Salish Sea. Each year the Islands Trust Council develops its budget in consultation with the people we serve.

In developing the proposed budget for 2020/21 ($8,180,478), Islands Trust Council assumes that the Islands Trust will maintain existing service levels and implement the newly adopted Strategic Plan, in which you can find a breakdown of the budget numbers.

Key themes of the proposed 2020/21 budget include the following:

- 3.0% increase in total expenditures
- 1.5% projected tax increase overall for the Islands Trust Area (other than Bowen Island Municipality
- 2.7% projected general tax increase for Bowen Island Municipal tax levy
- $383,650 draw from surplus funds, to balance the budget. (surplus funds are unspent monies accumulated from previous years)
- climate actions funded through regular operations and Strategic Plan projects

• Trust Council's Reconciliation Action Plan funded through regular operations and program funding
• wage increases per union agreements and Public Service policies:
  - 2.0% wage increase for all union staff per the British Columbia Government Employees Union (BCGEU) Collective Agreement and a $62,000 increase to the staff overtime budget to reflect changes in the Collective Agreement.
  - an estimated ≤ 3.75% wage increase for excluded staff per the Public Service Agency Management Classification and Compensation Framework Rules.
  - 2.0% increase to trustee base remuneration. Learn more

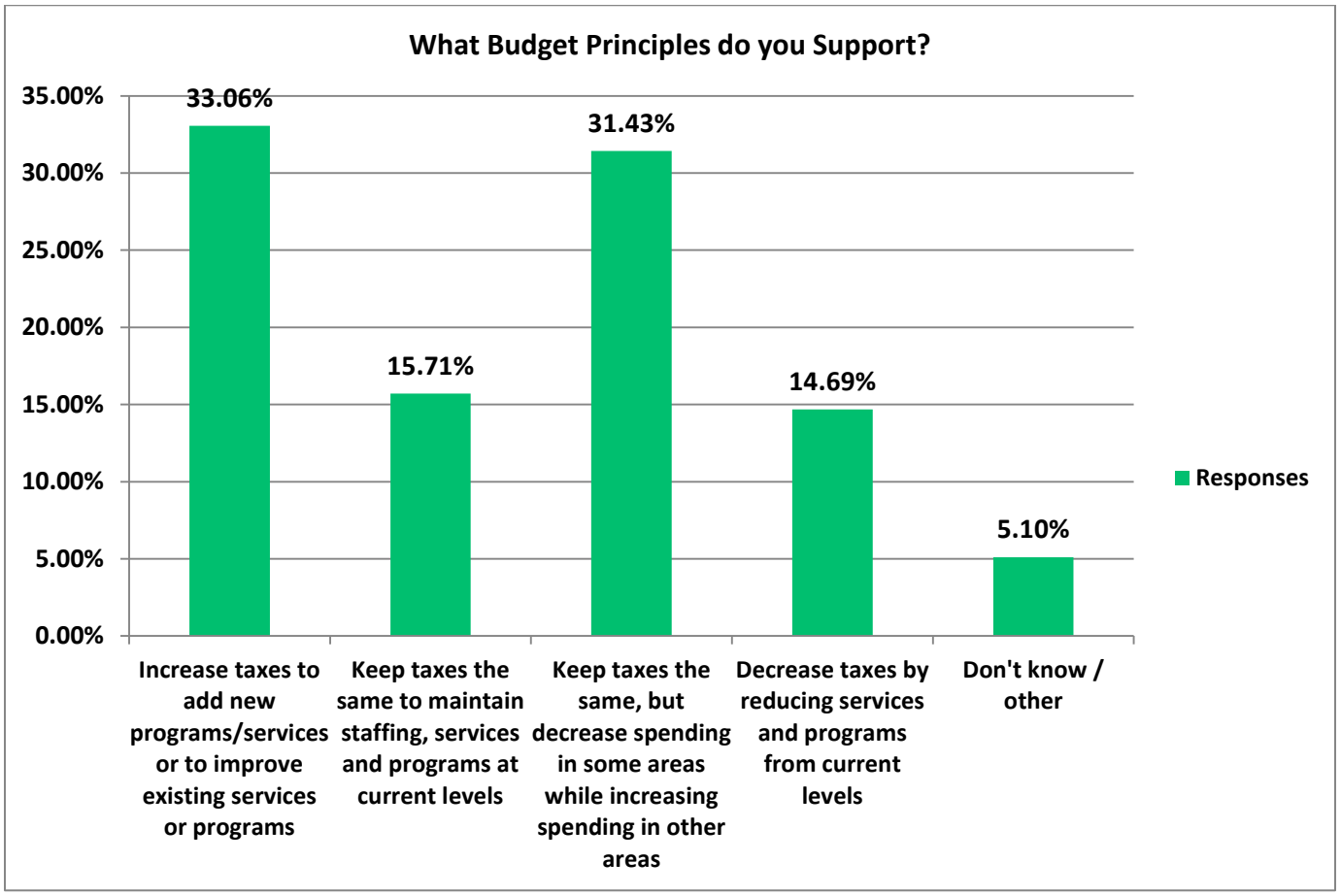
Average annual % change in property taxes since 2012/13 (Bowen Island Municipality contributes through a levy which is calculated differently)

Fiscal Year	Percent Change
2012/13	0%
2013/14	1.3%
2014/15, 2015/16 2016/17, 2017/18	0%
2018/19, 2019/20	2%
2020/21 (proposed)	1.5%

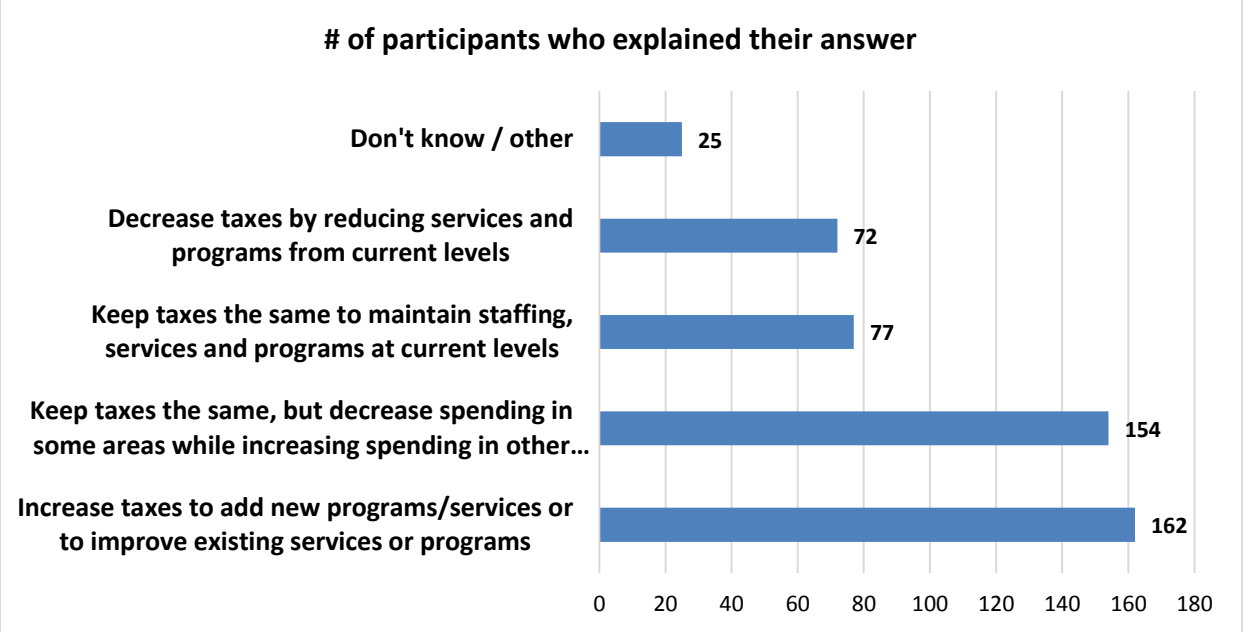
What Budget Principles do you Support?

- 490 out of 745 (65%) who participated in the survey completed question 3
- 254 out of 490 (51%) who participated in question 3, explained their answer choice

Question 3



The following graph shows the number of participants who explained why they chose the answer they chose.



The following tables show the comments from participants who explained their choices to question 3.

Comments from participants who chose: • **Increase taxes to add new programs/services or to improve existing services or programs**
The potential of the Islands Trust Act is not realized; staff process at the Fort St, office needs address.
We must prioritize climate action at any cost.
In a climate emergency, we need to tighten our belts to fund climate action
We receive almost zero services at Whaling Station Bay
Our taxes are already fairly low due to being in a rural area and the added services and care for our environment is well worth the tax paid
We recognize that climate change may bring expenses that are necessary. We have borrowed from our future generations, by living cheaply but not accounting for the damages incurred. We need to start paying. Taxes are meant for the common good.
The Islands Trust needs to be strong in order to carry out its mandate to preserve and protect the natural and rural features of the Island's Trust Area. It needs to be able to hire people with expertise, to expand restoration and protection projects, to enforce bylaws, building and land use standards, and to monitor and assess effects of development and other activities linked to increased human population and consumption.
More action is needed
I see costs rising every where...in order to maintain or improve taxes should increase too.
resonates with my values
It is what's needed
More bylaw enforcement and transit funding badly needed. Trustees are underpaid.
Climate Action costs.
Support for programs is most important way to support the mandate.
Services and programs do not meet the needs
I want the Islands trust to be able to protect the environment and encourage landowners to do the same.
Because we have to get serious about protecting the Trust area
The Island Trust has a very important mission but does not have the resources to do what needs to be done to protect our islands. If the money goes into protecting the rural nature then I would support this.
I didn't feel inclined to have fund raising activities to cover important aspects of the Trust.
We must support islands trust
I believe higher taxes and improving social services is a model that best serves all.
The Trust looks after the islands as best they can.
an increase of 1.5% seems reasonable to me
Pro bono publico
I'm supportive of proposed budget and recognize that wage increases will have to be covered.
We need better services.
Because Pender's tourism has exploded and there isn't an infrastructure to support it.
Paying taxes is the only way that many people participate in civic life.
Water protection is important.
Costs keep increasing for everything, and climate change is important as a overall goal, which may turn into new programs and reviews of existing policies and bylaws.

Comments from participants who chose: • **Increase taxes to add new programs/services or to improve existing services or programs**
Because it's the right thing to do.
Need a strong island trust to protect the islands!
Taxes are generally low - and we need more services!!
You need more IT Planners for Denman Island available to assist with current projects
Our road hasn't been swept, ploughed, nor resurfaced in at least 10 years.
then we get better services
Because climate change is a pressing existential threat and the Islands Trust can take a lead role. in bringing people toether to discuss how best to prepare and protect our communities.
Infrastructure is key, on salt spring in particular I worry about our road conditions with our heavy cyclist traffic in the summer. Aswell as lighting, a good deal of our residents do not have vehicles and walk along these narrow paths beside the roads. Nobody wears hi vis and I cant see this trend changing anytime soon
Canada is way behind other countries in progressive tax regimes that equalize wealth.
We have to support climate action and quality work
The Islands Trusts provides important services and perspectives in support of Island communities. I support the Islands Trust and its initiatives.
it is essential to participate in climate action strategies
Because we need to keep our Island beautiful and healthy for all residents.
we can't lose what we have and new is forward thinking
Support climate and reconciliation action planning and follow up
need better by-law enforcementv
Climate change initiatives need to be prioritised
I would like to see new programs added and improvements made
Need to maintain infrastructure and services for the long term
We are in a strong economy, which is the time to move ahead. When our economy stalls, as seems inevitable, then cut back.
Increased funds are needed to address the climate crisis, and off-set inflation
I think money should be spent to improve existing programs, not new programs.
We need better road maintenance and reliable garbage services. I assume that the current budget doesn't cover that.
The Islands Trust needs the capacity to respond to change
I am happy with the level of funding and 1.5% increase is not much
Pleased with what is being done now and recognising that more focus needs to be on the climate without sacrificing other focus areas
Provide funds to fund real action on the climate crisis.
We need to see that the Islands Trust actually makes a difference in response to climate change.
Too many important programs suffer from lack of funding.
based on assumption that there is good balance, and no need to shift priorities
Can't keep robbing Peter to pay Paul. We need the services must see the money come in to pay for them.
As long as these increases result in equitab
Increased costs to combat climate change

Comments from participants who chose: • **Increase taxes to add new programs/services or to improve existing services or programs**
Add Mr Schulba a hydrologist For his expertise onDenman
I support the work proposed to improve services through climate action and reconciliation initiatives. The money spent to build relationships with First Nations and plan for climate change will save us money in the fit
Improved infrastructure
Moving forward and enhancing successful programs is a positive part of community growth.
progress is expensive
Improve existing service of bylaw enforcement by funding it appropriately.
I am concerned about increasing deforestation and threats to marine systems.
I don't mind paying taxes to support important programs and to properly compensate staff and contractors.
If we want to do things that matter, we need the resources.
Need to make the way land is zoned more sensitive to micro climates and highest and best environmental and social use. Drawing lines on a map with a ruler is so archaic. I object to widening the wage gap between workers and managers.2% for all.
It seems we're constantly needing to fight to preserve against economic interests and I fully support island trust as an important player in that fight to preserve and protect our natural ecosystems.
Want to work towards public or government funded transit option for Gambier South East
Too much time and resources wasted in deliberation, better directed towards action and change.
It's less than inflation, but community needs and expectations will always go up. It's a reality that I'm happy to live with.
Programs and services are what help to maintain quality of life for everyone and help maintain the natural environment and the diversity of people on these islands so they are not just a holiday getaway for the wealthy.
I support implementing effective responses to climate change; and might accept decreasing spending in some areas to do so, but I believe in taxes to care for us all.
climate change needs more focus than is proposed in the budget
The Islands Trust is woefully underfunded and therefore unable to fully carry out its mandate.
We need affordable housing, forest protection and climate change mitigation and adaptation measures.
We need expertise and systems change to ensure that the various priorities of Islands Trust - including climate readiness and affordable housing - are thoughtfully integrated.
The area needs more protection from development
We need more support for smart planning for affordable Housing options.
Needs keep growing.
The work of the Trust, especially of the Trustees, is under-funded
Inflation and the need to increase influence of the IT in land use planning, climate change response.
We need increased education and action, to protect our forests and ecosystems, and mitigate climate change
I think we need to increase some programs, and believe in implementing the staff salary increases without sacrificing program spending (so the taxes could go up more ...).
Big issues that need to be dealt with.

Comments from participants who chose: • **Increase taxes to add new programs/services or to improve existing services or programs**
Because we have to pay if we want services

Comments from participants who chose: • **Keep taxes the same, but decrease spending in some areas while increasing spending in other areas**
Focus on productivity tools to reduce costs - work more effectively with other stewardship groups to avoid duplication of costs. Reduce staff turnover to save money. Focus on cost efficiencies, suggest a complete organizational review to recommend efficiencies and costs of delays to OCP reviews and lack of enforcement. Focus on Governance issues to increase effectiveness and be realistic about costs related to reconciliation.
I think that some areas are over spent while others need more. I support increases with inflation, including trustee remuneration. I think that application fees should go up to reflect the cost of processing.
I would love to see services and programs improved and living wages for staff and Trustees. Especially focusing on ground water (most directly impacted by the climate crisis). I understand taxes sometimes need to increase to meet these needs. However, there seems to be 115,00 allocated in the budget to go to improved social media and only 4,000 to groundwater (only for 2020 ZERO for beyond) This seems an in which to decrease spending and increase in water studies.
Affordable housing needs more monies
If we're not going to allow extra housing for island workers then the ITC efforts are counterproductive.
Most logical- things change
1) need to move away from the expectation that wages must keep rising 2) Change budgets to reflect priority on sustainability, not developement.
No wage increases
Cost of living has lowered any sense of a living wage.
We will never receive enough services to justify our taxes and 2 increase in a row, the proposed increase more than last year. We already pay for ferries which in some cases should be considered board of the highway system, no priority given to residents, we pay for multiple services without receiving the same service as main island or mainland users such as Shaw Cable.
do not see much progress with ipogress on ssues and well paid staff
It's the most balanced choice offered.
a way to make reasonable adjustments, but not too much expansion
My budget is already pretty stretched and I think the Islands Trust should learn to juggle a budget just as we homeowners do.
Fire department expenses are too high, especially staff salaries.
Frugality pays for itself
You can't operate efficiently if you don't have some increase but I don't think it should be in wages. I don't get a raise every year or expect one.
there is always room for cleaning up costs and reassigning them
people resist tax increases

Comments from participants who chose: • **Keep taxes the same, but decrease spending in some areas while increasing spending in other areas**
Increase taxes to add more programs (a good study, program and implimentation of growth stratagy and management - development; preserve and protect; sewer and water) but also decrease spending in some areas and increase in others
Because the Trust wastes too much money in some areas.
There are currently too many entities with overlapping mandates.
Taxes are high
I believe funds can be managed better in any organization
We don't need more taxes, cut waste in programs and operations to pay for wage increases
Programs need to evaluated
fixed income .
It's about money management of government spending . It is easy to say increase taxes when the person saying so is not paying the increase .
I am concerned with Planners and bylaw enforcement staff working against the interests of the Trust in achieving its mandate. How they carry out their work needs to be reviewed and assessed. Staff should take an oath of office. I resent how they undermine OCPs and intent of Trust Policy
Seems logical to streamline things better
We have NO services provided to our island community. ZERO. Likely because there is no infrastructure which is we islanders love our land. However it seems grossly unfair to increase our taxes while you contribute nothing. I am hopeful that in an emergency, such as a forest fire, all those years of tax contributions would ensure that efforts would be made to preserve structures and lives.
It's a case of working with what you have.
more for climate change initiatives less for admin expenses
Budgets should not run into negative numbers, wage increases should be reduced by having NO wage increases over 1.5 percent overall. No overtime.
Would like to see the Trust look to ways to streamline operations, rather than expanding.
decrease spending on development applications; increase spending on proactive projects, like climate change and groundwater research, plus community education
Various taxes are already too high. too many agencies. live within our means by making the same choices resident families have to make.
I think the Trusts priorities are not balanced properly. I think their interpretation of the role of the trust is overly balanced towards political action and not protecting the islands and the people that live on them. The trust seems to interpret their role as solely environmental protection and often way out of their local mandate. It ignore the needs of community residents resulting in a loss of young people a loss of jobs. A loss of children and a loss of the vibrant communities these islands used to have.
I am satisfied with the services and programs at current levels. My taxes are very high and I do not want them to increase.
Conservation needs to be balanced with the need to address concerns around climate change issues (how do we steward the forest and protect residents)
I think that with careful consideration taxes could be kept the same.
Generally, rebalancing is a good check

Comments from participants who chose: • **Keep taxes the same, but decrease spending in some areas while increasing spending in other areas**
Planning function is over-resourced at the expense of the resources needed to carry out the Strategic Plan.
IT initiatives have a way of being counter-productive on Lasqueti, often because IT planners appear to be unaware of local sentiments, or unwilling to take these into consideration. Tax money would hopefully be spent more effectively if there was more careful consideration of what is needed/wanted were and when.
Trustees should be paid more and more funds to ITC and staff need to produce relative to their budget (ie if they get a large percentage they need to deliver more timely detailed info for the communities they claim to serve). Also if we keep paying for bylaw enforcers they need to start doing just that without political bias.
Property values are increasing which means that the taxation rate should be held steady.
Our tiny community government should focus on more immediate local issues. We have no accommodation for workers and young families. We have an ever aging demographic and need focus on jobs, commerce and development at sustainable levels of coarse
Some staff are extraneous and overpaid, some are not. Some programs have value, some do not.
general guiding principle, to be amended only carefully
I am not sold on many of the entries of the Strategic Plan in terms of their ability to deliver real, measurable, value added benefit to the Islands Trust area. It is in the nature of organizations, including yours, to self-perpetuate first and before all else. At this point, your focus should already have been on climate change adaptation for a few years, but it seems that you are just beginning. I see value in some of what you do, but not in everything.
I am assuming that over time the workplan and goals change as some tasks are completed. I already hear grumbling in our population about the cost of belonging to Islands Trust so I think the tax rate should stay about the same.
Because taxes are expensive when looking at the few services that I receive.
Too much government - we need better use of the funds given to you in trust
I think you are overspending on social media and website
I could be in favor of increasing taxes if a good case was presented for the need.
It makes sense to always re-evaluate priorities and make changes where appropriate
Pressure on Taxpayers is never ending. Taxpayersshould not be considered an infinite source of revenue / taxes.
Changing priorities. Fixed income.
General financial unease by gov. until the American election is finished.
Because I'm well aware of the inefficiencies within government (former gov employee). If it operated like a for profit business it would be a very different story.
Development applications take most of Staff time. Developers are obviously not paying enough for the extensive services they receive. 2019 Budget figures state Application income was $53,231. This constitutes 0.00725% of the total 2019 budget of $7,339,845. While virtually the entire budget goes to developers' concerns with their applications, there is no visible time or resources available for ecosystem protection services such as research, data enhancement and policy work to preserve and protect the Trust area - precisely what the Trust should be doing. This absurdly unbalanced budget allocation must be reviewed, as has been commented on for many, many years now.
Low income
All spending and outcomes should be reviewed

Comments from participants who chose: • **Keep taxes the same, but decrease spending in some areas while increasing spending in other areas**
funding needs to be increased for bylaw enforcement
Because it seems the most fitting.
Need to update program focus
I have not seen the draft budget, so in principal I support making prudent decisions on priorities without needing to increase taxes. I also encourage the Island Trust to consider other sources of revenues rather than just focusing on taxes.
Reduce planning services and increase trust wide advocacy programs (working with First Nations, No Tankers, better communication to members, etc)
life in the real world. Compromises always made.
There's an obvious need for flexibility in where resources are directed to. This would be so in the most routine situations, but with the many added changes caused by a rapidly evolving situation of climate, population type, and other needs left unaddressed that are now recognised as necessary, I would suggest it may become necessary in some years to increase taxes further. Hopefully that can be done wisely and in a way that maximises our ability to preserve and protect all that is the most valuable to us.
Encourage efficiencies. Talk less, do more. Renovate the mandate, demosntrate leadership, be proactive and visonary not mired in bureaucracy
Focus funding to help existing workforce, rather than growing the tourism industry. We need year round jobs, not more tourism. And housing.
Because we pay way too much taxes on Hornby as it is with not much return in services
There must be room for efficiencies!
Taxes are already through the roof
I am not against tax increases, but we should always review all programs and decrease spending in some and increase in others. The answer to the question is not really the dollars, but more the value of the work being done.
I strongly support the new strategic focus on climate change and that on 'reconciliation', but I also believe a significaant proportion of budget is misspent creatiing and enforcing some standards of property use and development that are frankly contradictory to these strategic directions. I would therefore like to see consideration of some revision and re-aallocation of budget between these existing and new activities.
Choices for service delivery do not meet local needs
Increases in taxes in other areas is expected
I am taxed out, government agencies need to learn to live within their means

Comments from participants who chose: • **Keep taxes the same to maintain staffing, services and programs at current levels**
Common sense
happy with the work being done
There have been no solid reasons to increase other than the broad strokes of "climate change" and I disagree with the wage increases. Show me why you deserve it???
Not enough info on what expenditures are.
Why are managers getting double the pay increase of union staff?

Comments from participants who chose: • **Keep taxes the same to maintain staffing, services and programs at current levels**
Islands trust does not need to increase its role
We cannot continue to increase our taxes. Islands Trust must employ some austerity measures just like the rest of us.
I feel the money already collected can be better allocated
My taxes have increased too much in the last few years. I am on a fixed pension.
Satisfied with current status
Affordability of living within our means
Many island residents are low-income and/or fixed-income. Tax increases should always be a last resort, consistent with fulfilling the primary mission of the Islands Trust.
Dont think increased taxes are necessary
Current economics
because I rely on our Trustees' work on Saturna.
Because I am a younger person (under 40) with a family who is lucky enough to own my own home and I just can't afford to keep paying more taxes
Pay a lot of taxes already, not just this one and an increase in taxes rarely gets what's needed.
There are too many fixed income people on Mayne for whom increased taxes would be a burden.
fixed income
I feel we are adequately supported with the current programs and services.
Land taxes are becoming difficult to pay
Taxes are way to high
It is not clear to us how we benefit at all from these taxes. Suggest IT develop an effective public relations plan to educate me on what I'm paying for now and why I should pay more.
Taxes are high already
The only viable plan!
I pay enough tax already. Trudeau Horgan and Stewart are bleeding me dry
Things are going pretty well on Hornby.
Modest increases in taxes are inevitable due to cost of living considerations. Deliberately increasing taxes to add programs or services does not seem necessary. Projects are embarked upon and completed. Once completed they provide room for staff to take on new projects.

Comments from participants who chose: **Decrease taxes by reducing services and programs from current levels**
Appears to be that there are too many levels of government and savings can happen with better allocation of resources.
Why is the Trust doing the work of other government ministries
because you spend too much on initiatives outwith your mandate
In my opinion the Islands Trust cost per household in comparison to other areas where no direct infrastructure costs are involved ie no water, no sewer, no garbage collection etc are excessive. We need to focus on more cost savings.

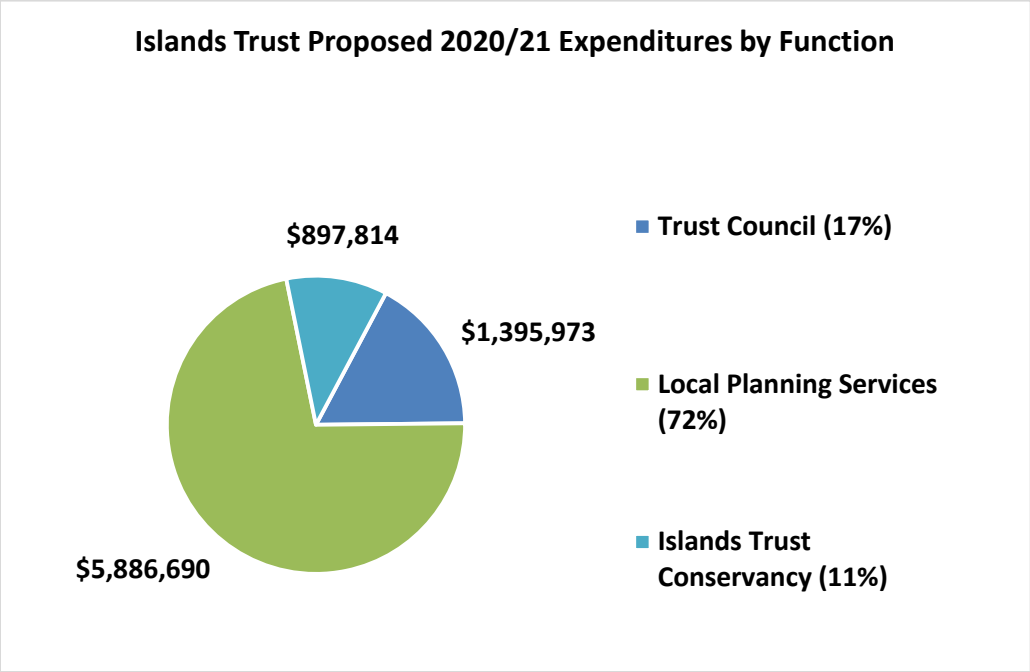
Comments from participants who chose: **Decrease taxes by reducing services and programs from current levels**
To many hidden agendas are being funded from tax base.
There has not been a single year in the past 5 years when taxes have decreased. Reduce the 3% expenditure increase so you don't need to spend $384,000 from reserves and increase taxes 1.5%
bureaucracy,need self government.local people know local needs
It is time to reduce costs, not endlessly increase them. Too much of the trust activity is not cost effective as it is. Not worth throwing good money after bad. The taxpayer would like a reduction of the tax burden.
The Islands Trust funds activities not in the mandate
The Islands Trust has not demonstrated good stewards of the funds they currently have.
more government intervention is costly and unnecessary.
Taxes for this service are too high already
I don't get any service for my taxes now. None! I pay the same in Vancouver and get water sewer and garbage service. On SPI....nothing
We've own our property in the 1950's and now you're trying to control it. Sad
Taxes generally are extraordinarily high as it is.
The Islands Trust should focus on land use planning rather than on "strategic initiatives" that will not be accomplished, especially in areas where the Islands Trust has no jurisdiction.
So much money is spent on things that do not matter. Staff wages are already pretty high. Costs for things like Trust Council could be reduced considerably. Accommodation, travel and staff time at meetings makes a pretty e pensive 2 1/2 days. Nothing ever gets resolved that requires this kind of expense.
I'm not aware of any benefit you provide.
Is Tr should focus on the job they were given using the tools they were given: community & land use by-laws.
The Trust's taxes are too high, look at the history. Games being played using a big surplus .This won't end well
I think the Islands Trust has strayed too far from its core mandate. Stick to your knitting of land use planning. Advocacy and education is done better and more efficient by many other organizations and government departments. There is a lot of duplication and inefficiencies built into the Islands Trust.
45 years of land use planning and what has been accomplished? Very little except a big bureaucracy
We have no services what so ever. No road maintenance, no garbage, pick up, no recyling , no police,etc etc
not getting good value for the dollar
I would like to see the more efforts going towards protecting Old Growth Managament Areas. Establising more OGMAs or removing the Public Lands from the BC Timber Sales
We are barely able to pay our taxes. Assessment and taxes have gone up, but we are retired and have a fixed income.
there continues to be an immense amount of wasteful spending by the Islands Trust. I want to see the Trust do more with less, or at least look critically at each and every expense line in the budget questioning if there isn't a more affordable way. Really, a change of attitude is needed and I fear this may not be possible with the existing staff and Trustees. The available multiple choice answers illustrate this point. Never did the authors of this study even consider that a possible answer could be to do "more with less", or something to that effect. This problem is not at all uncommon and I recognize it puts staff and Trustees in a difficult position.
Taxes rising too fast, while incomes stagnant. Don't support certain initiatives

Comments from participants who chose: **Decrease taxes by reducing services and programs from current levels**
I believe that the Islands Trust ill-serves the communities it purports to serve. Vocal fringe opinions are favoured simply due to imagined alignment with the IT mandate
Focus on essential services
The conundrum of Bowen, we contribute a higher percentage to the Trust, but need less planning services because we have local planning staff at the muni.
Government is always growing, one needs to examine how to pull back.
over reach of trust with regards residents' and landowners' rights
Is. Trust has become too invasive in local Island needs and must reduce it's costs to the tax payer.
Disagree with the direction of the Trust
I have had enough of taxes
Our taxes are too high
island trust does not give value !
You are micro managing everything and repeatedly revisiting the same topics within short time frames. Instead of simplifying our land use planning , it is becoming more and more complicated.
I am paying more for less actual services

Comments from participants who chose: • **Don't know /other**
Paying taxes on credit is not sustainable. Spend money where the impact is measurable.
Are you going to fund practical services like the bus, transportation? What services?
Questions too vague
Eliminate staff in proportion to the projected salary increase to be cost neutral to previous years. no more implementation of climate focused expenses. you cannot predict the weather and it is abhorrent for politicians and beaurocrats to think that they can.
Because there should be the option of a Mix of budget principles.
I am fine with the first option except I feel very strongly that excluded staff and management salary increase should be the same as, not more than, that for unuionized staff. n
Increase taxes to meet employment agreements
It's hard to answer this without knowing what potential programs would be added/improved, or cut.
nothing to help wellbeing of locals. Increase commerce, jobs, affordable housig options, senior homes and services
Dont know enough to answer
Not sure I can prioritize your work. Lack of knowledge.
Very vague question. My perspective would depend entirely on what survices/programs and how the money was being spent
new to the area and not familiar with Islands Trust system yet
Cannot choose without knowing what new programs might be implemented

Climate Action Focus

The Islands Trust preserves and protects the Trust Area through environmentally stringent land-use planning, land protection through the Islands Trust Conservancy, and working locally and across agencies to collaborate, plan and advocate on important matters in our jurisdiction.



Expenditures: Where Our Money Goes

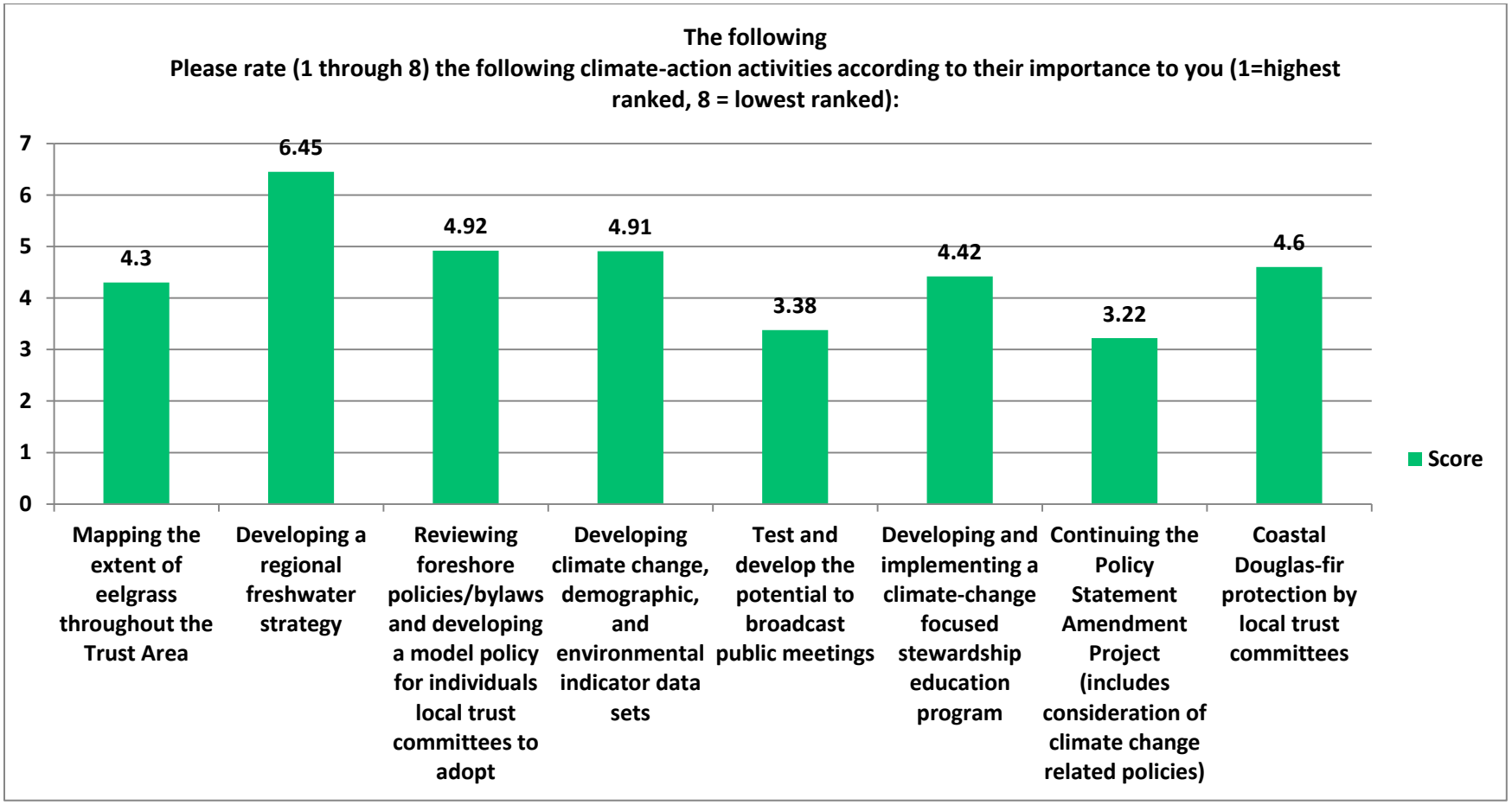
The Islands Trust's day-to-day work of preserving and protecting the Islands Trust Area has a climate action focus that is being strengthened by the Islands Trust Council's Strategic Plan 2018-2022. The following strategic climate-action projects are proposed for 2020/21 for a combined cost of $225,650. Trust Council is also responding to the climate emergency by contemplating making the Freshwater Specialist and Conservancy Covenant Management and Outreach positions permanent, and funding local trust committee projects.

Additional new projects and initiatives that are included in the draft budget but are not directly related to climate action include:

- the implementation of a secretariat function (e.g. organize and co-host regional meetings/forums)
- the development of a model policy and regulations for affordable housing
- the replacement of the organisation's storage area network (SAN) which has reached the end of its useful life

Question 4:

- 479 out of 745 (64%) who participated in the survey completed question 4



Local Planning Services

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

- proactive land-use planning (maintain and update 20 official community plans and 20 land use bylaws)
- application processing (e.g. property rezoning, development permits, public hearings about proposed bylaws)
- local trust committee meetings
- community information meetings (e.g. land-use planning issues, freshwater protection issues and options, climate change)
- bylaw compliance and enforcement

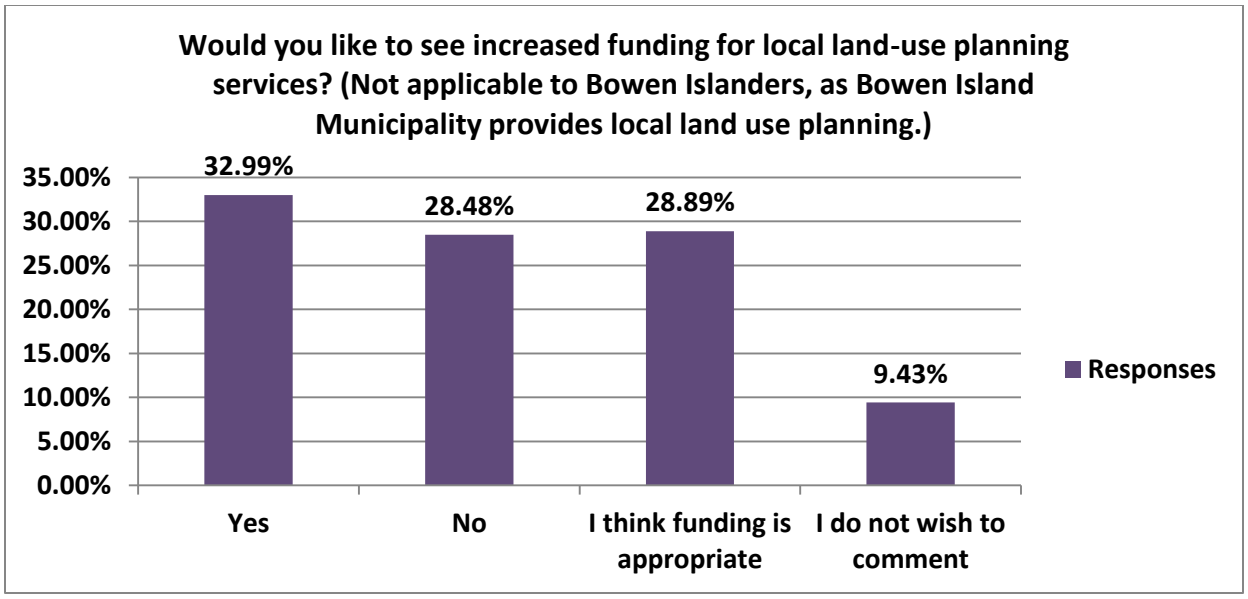
Would you like to see increased funding for local land-use planning services? (Not applicable to Bowen Islanders, as Bowen Island Municipality provides local land use planning.)

Question 5:

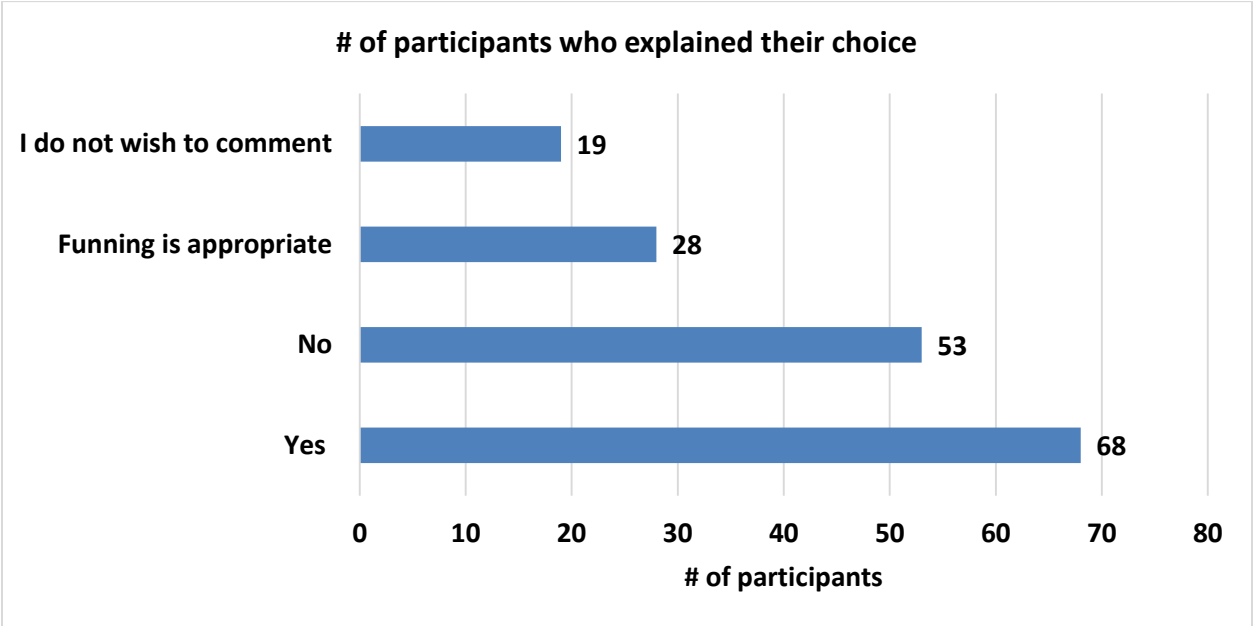
- 488 out of 745 people (65%) who participated in the survey completed question 5
- 168 out of 488 people (34%) who participated in question 5, explained their answer choice

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

- proactive land-use planning (maintain and update 20 official community plans and 20 land use bylaws) application processing (e.g. property rezoning, development permits,
- public hearings about proposed bylaws)
- local trust committee meetings
- community information meetings (e.g. land-use planning issues,freshwater protection issues and options, climate change)
- bylaw compliance and enforcement.



Participants who explained their choice:



The following tables show the participants comments who explained their choices to question 5.

Comments from participants who chose: • **Yes**
Fort St planning staff need legislative and policy guidance to support the ALC, TPS directive policy and accountability to trustees, the public.
Increase funding for water planning, funding for climate action, more by law enforcement for STVRs
I believe they are understaffed - this is often their excuse

Comments from participants who chose: • **Yes**
Funds are needed to update many OCPs and LUBs to include climate change adaptation and mitigation as a lens for all aspects of land use planning
I think more emphasis needs to be placed upon habitat protection. People need to be educated as the effects of their decisions, for example the effects of clearing one's property on the watershed and availability of ground water during dry seasons. I think people need to be made aware of bylaws put in place to protect our forests, watersheds, etc. and people's compliance to these bylaws need to be monitored and enforced much more rigorously. You need increased funding to do these things.
More $ for compliance and enforcement
means paying close attention to environmental impacts
Too many property owners are ignoring the land use bylaw, and use delaying tactics--such as filing for repeated variances--to avoid paying any penalties. Enforcement needs to be much stronger and quicker.
Need more effective bylaws & enforcement.
i am concerned land owners do not follow land use protocols
Backlog of land-use planning is a major problem on the islands, for both individuals and businesses.
But! Please be careful with property re-zoning. Giving temporary permits (as you've been doing) really helps us see the effects of the zoning change before giving permanent use.
Seems to not be enough staff to carry out these duties in a timely manner
This is a very contentious issue which pits neighbour against neighbour, and has the potential to change the nature of our islands. The Islands Trust needs to have the resources to fight battles to protect our heritage and not let people or businesses ruin our environs.
Bylaw endorsement and enforcement is necessary because some residents show little inclination to consider how they are impacting the environment.
Importance of land use
Protecting the environment is of primary importance to me.
it would help with problems applicants have faced
It is a fundamental element of the Trust
need to take this seriously and resource properly not only the planning but inspection and enforcement.
There is no long-term plan, or if there is, it’s not being followed.
A bit more if it will speed things up.
Island Trust does important work.
If increased funding will help decisions be reached faster...
I believe their are projects that can't be done due to limited staff time and funding. Please ask the province to increase funding to the IT Councils.
Core work of the Trust should be well funded.
Care about climate change and affordability? Need planners to create car-free villages on the islands, with affordable housing.
I would love to see a program for waste management be established for our island. Specifically for large items (machinery, unwanted furniture, appliances). Given that all users must use their own boats or expensive water taxi service people make decisions to dump items into the ocean or forest that are no

Comments from participants who chose: • **Yes**
longer wanted. If an annual recycle barge could be arranged it would save our environment from a number of negative impacts and would make me feel better about the taxes I contribute!
as long as its not to further subsize developers
Environmental surveys and first Nations consent
Better appreciation of necessary actions at the local level
We need better by-law enforcement. A by-law officr r should live on Pender and pro-actively ensure compliance by everyone. Just relying on complaints dealt with by someone off-island is inadequate to say the least.
We need better studies to support climate change intiatives
I live on Bowen. I don't believe this is not applicable to Bowen. The municipality could use increased funding for land use planning initiatives, and could use tools developed by the Islands Trust. What matters is the fair allocation of resources and tools among member communities.
Climate change focus needs to be integrated into planning and public education
more effort needed to get more public involvement
These are all very important areas, but I am confused about what is ITA and SCRD responsibilities, and how we as tax payers fund this
Keep planning as local as possible
Local trustees should be paid more, meetings should be broadcast, bylaws should be enforced better, bylaws should be more easily accessible (as to which are currently applicable.
We need more environmental planning and less response-to-development planning
This seems to be a core component of the islands trust and climate action
if it's for trust proactive initiatives and not application subsidies
Only if it will speed up processing applications
increased development requires more IT resources. Planners need a raise
Yes - what is the cost of reconciliation and the impacts of this on land use planning? Long overdue
More funds for bylaw compliance and enforcement. The OCP on SSI has been a poor and slow process of piecemeal updates for conflicts in 2008 OCP with the LUB No. 355
We need to be more sustainable as a community.
Growth pressures on the islands need greater attention
Planning is the first step in protecting.
Make zoning more sensitive to micro ecosystems (which parts of each land parcel should be designated for tree cover, fresh water retention, agriculture, wildlife corridor, special use zoning and community commons zoning for collective local ownership etc) with values such as environmental and social well being prioritized over second homes or private wealth activities. I realize the multi jurisdictional issues and would lobe to see the trust lead the way in systems change such as this where it can.,
More by law enforcement please, otherwise the public loses faith in eg STVR rules
I believe that mechanisms for bylaw compliance and enforcement are falling behind community input and planning....good plans are in place, lets ensure them.

Comments from participants who chose: • **Yes**
There are many pressures for change and adapting to changing circumstances (climate, economic...) and we must make these adaptations carefully and a s well thought out plans.
application processing is too slow
new funds to be direct to specific planning projects that have been identified as priorities AND to hiring qualified professionals to work on these projects
More funding for updated zoning to reflect climate change
increased funding for planning and enforcement is great if accompanied by reforms to policies rather than enforcement of outdated rules
management of bylaws etc is increasingly important
We need proactive planning to allow creative density metrics to allow for more secondary dwellings and small homes affordable to workig class families now that single family dwellings are no longer affordableto the service demographic making under 100 000 per year.
We must do PLANNING NOW to prepare for the changes that are coming from Climate Change and to prevent the islands from becoming a playground for and only the rich.
This needs to be the priorty - great progress has been made on the affordable housing issue. This needs to continue. Bylaw compliance and enforcement is sorely lacking. Complaints driven process is both inefficient and a challenge in such small communities - yet business that struggle and do adhere to the rules are penalized by unfair competition. This is not a healthy nor sustainable approach.
Processes [applications etc] take a long time. Would increased funding speed this up?
I think we need more responsible land use restriction to preserve and protect pure ecosystems.
I think patchwork changes through bylaws and outdated community plans is not great.
all islands should pay their share, dissolve the levies for bowen and salt spring
Making development requirements easier and more transparent would be beneficial.
Wait times too long to review applications (esp. with additional CRD review work) and we need more action on Affordable Housing
Don't really know enough about current needs.

Comments from participants who chose: • **Funding is appropriate**
Most planning work facilitates development. I don't think this should be supported, although I understand some is needed. I would like to see tax dollars focussed on land conservation and climate change and first nations engagement.
It's not about increasing funding but working more efficiently
Why does it require more funding? Current situation is adequate
I am not sure I am qualified to answer.
keep islands rural
Preserve things as they are
I feel a lot of the planning process can and should be streamlined

Comments from participants who chose: • **Funding is appropriate**
We have spent thousands of dollars on land use planning issues and get nowhere in terms of making any real decisions or plans. Throwing more money at this is not the solution.
I think you should focus on improving the quality of the work done in terms of advancing policy objectives
Again, work with what you have.
People break all the rules so why make more paper work
Work with what we have.
same comment as above, but put less funding towards all the development applications and more towards CIM and LTC meetings (include refreshments in the budget! People don't show up without simple incentives); put money towards streaming ALL public meetings so the community can have access to the information shared (the meetings are often held when people are at work, or they're off-island, or have young children at home and can't come to meetings - to really benefit and inform the community, the information must be accessible - streaming is easy, please do it.
seems to function just fine now.
I think the issue is profit over conservation, if someone is going to make money they seem to be able to get the vote for what they want.
I'd like to see the option of increased funding tied to particular priorities. Why is increased funding needed in this area now?
No explanation needed
I think it is important, but do not think additional funding is necessary
I support increasing funds for OCP up-dates and enforcement, but think applicants for re-zoning and development permits should be paying a greater share of the costs for processing these.
Amount is fine but allocation is unfairly biased to developers with staff helping them "get whatever you want") a direct quote. Planning is for long term and community not the present day wishes of landowners as guiding force. I didn't go to planning school and I know that.
It is not clear to me that the current level of funding is inadequate.
seems to be working well
I would like to see more reinforcement of Bylaws. In my neighbourhood we are the only residents with a septic system! This is not appropriate and certainly not in line with current bylaws on Mayne Island. We have reported with zero results.
Served adequately
explain why there are 20 OCP. Have one with 20 annexes. Reinventing the wheel
It seems the existing plans are not very current at least for some of the Islands. This needs to be addressed.
Lots of planning, not much action
I think lots of time has been spent over the years on land-use planning. Before further changes can be made, data needs to be gathered to indicate whether and why.

Comments from participants who chose: • **No**
The Trust is not efficient
Waste of money

Comments from participants who chose: • **No**
Decisions on land use should be made locally, not in Victoria
There seems to be zero planning for affordabilty
The existing services cost too much already. You need to downsize.
Spend money where the impact is measurable.
Not so needed for Lasqueti
self government
Is no not self evident? what do you not understand about NO?
Not sure more money would improve their service
The Galiano Local Trust Committee plans poorly. It does not take into account previously accepted developments. It allows developments with one access road for both in and out traffic. It is presently considering a new development above an existing development which allows a septic field above a community well and a well which allows for 40 imperial gallons of water a day (in the wet season) per household when other Galiano groundwater studies recommend 200 imperial gallons of water per day per household. Either the planners are not bringing these issues forward to the Galiano LTC or the LTC is ignoring planner inpute. I don't see how more funding for planning would help in Galiano's case
already too regulated
They have enough already if they use it wisely
Recent land use planing and pilot projects such as the secondary suites initiative seem to have faded away rather than reached an informed conclusion. Why fund more when the current planning process seems poor.
Taxes are already too high
Taxes are too high already
Maintain existing policies
We need to retire the Trust !It no longer does what was intended but the original Trust
Taxation is theft
The trust has eniugh moneys. Better planning choices might be the fix.
Current plannng paradigm is reactive whackamole. No more funding until we have a seventh generation destination. Without that, nimby conversations dominate.
Enough money has been spent on planning.
Be more efficient in your delivery of these services
Not if it’s used to thwart local businesses as Ben is currently doing on Pender.
The trust budget is already overblown. Staffing needs to be r3educed. An independent review needs to be conducted.
Why do we need more rules, there is enough already.
Adequate provision currently
Is Tr has plenty of budget now for local planning if they stayed away from issues that they have no authority over.
Ridiculous number of employees already
The question is impossible to answer without more information. Since you won't tell us what you pan to do if you have more funding, I'd say stick to your current funding (even better if you could be more efficient).

Comments from participants who chose: • **No**
Again, 45 years of land use planning and almost no progress in decades
Islands Trust is part of the problem. stop the extortion with "f" lots , climate change ok so what. every time bylaws are changeor created , compensate those effected
Planning is over resourced in that the preserve and protect mandate can be filled by repurposing the professional expertise of some planning staff.
I would like to see action, not planning.
Enough red tape already in place, no more please.
A third question could have been "do you wish to see the funding reduced" .The planning services are duplicated with CRD. The Community Plans are sufficient and can be administered without such a large staff.
adequate land use planning already
funding is sufficient
Until bylaw implementation and adjudication processes improve, I don't want to give you any more money.
current system seems adequate, wary of regulatory creep on ideological vs practical grounds
Islands Trust planners do not perform any duties that could not be accomplished by planners in the regional district offices, I would rather see their budget grow than see more money allocated to IT
emphasize education over enforcement
As I've already stated far too much of the Local land use budget is used by developers who use staff time and resources for the formulation of their applications while really important budget items such as Climate Change (2020-21 budget proposed: $225,000) and entirely inadequate and the $50,000 "Map and Develop Groundwater Budgets" item were cancelled (!). These items have to not only be restored but the budget increased as they form the basis of the Trust mandate to preserve and protect!
Stop taking money from Bowen Island
lower the trusts tax base.
Staff time should be re-allocated from requests for variances and zoning changes to addressing island-wide problems
I want more funding to go to TAC, communication to public, and increase work with First Nations
You're very ineffective and over priced.
Commitees for water are being setup with only those negative to certian areas. Commitee members need to drop bias at door and work for the common good. Once this happens I am all in favour of giving them more money
Difficult to see the benefit of most planning exercises.
Lack of funding is not the problem - lack of vision is.
Not necessary on SSI - there are too many making too many additional Land uses or restricting them to 1 property. For example new commercial zoning was supposed to simplify - instead it made things more confusing. Silly "employment zones" instead of just 3 commercial types of zoning. Everything new is not better
would have been nice to comment on each point

Comments from participants who chose: **I do not wish to comment**
I have know idea what this involves or where you would get the money from
I am not sure what changes would occur - depends on the details.
I don't feel like I know enough about existing situation to comment
not knowledgeable enough toi comment
Bowen
I do not understand the current planning when people making decisions have conflicts of interest.
Don't know enough
I live on Bowne
complex question without sufficient information
I don't know
don't know enough
I don't have enough information to answer this question.
Ditching water runoff and water resource at Graham Lake
My response is maybe, what would the land-use planning services be for? Everything listed above on an even basis or specific items? This survey is not clear to me.
Not affected, I live on Bowen.
I support the role of the Trust, have done so since the 70's, but find myself frustrated by Bowen paying above average levies for less service. Your pie chart shows the huge chunk of your budget goes to the least needed on Bowen. Pay more, get less isn't reasonable
I don't have enough information
I support the focus of all land-use planning. I do not know enough to comment.
too much emphasis and staff time on meeting zoning and individual building permits etc. Not enough strategic planning. Otherwise I would support an increase. I feel that the emphasis on reactive approvals to requests from property owners is subsuming time better spent planning. For eg., the Vortex variance for septic field fails to consider saltwater intrusions and storm surge. The creek and ocean will be contaminated in short order by this wrongly situated septic system. And their buildings will be flooded by storm surge within 25 yrs according to sea level projections. Your rush may make you liable to future law suits.

Trust Area-wide Programs

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

- advocacy (e.g. lobbying about topics such as aquaculture, marine shipping safety, climate action)
- public education programs (e.g. Community Stewardship Award program; educational workshops on topics such as water, climate action, species at risk)
- intergovernmental relations (reconciliation, agreements with other levels of government, hosting of multi-stakeholder coordination events)
- communications (e.g website, social media, advertising, publications, news releases)
- Trust Area-wide policy management, including the Policy Statement (e.g. updating, interpreting)

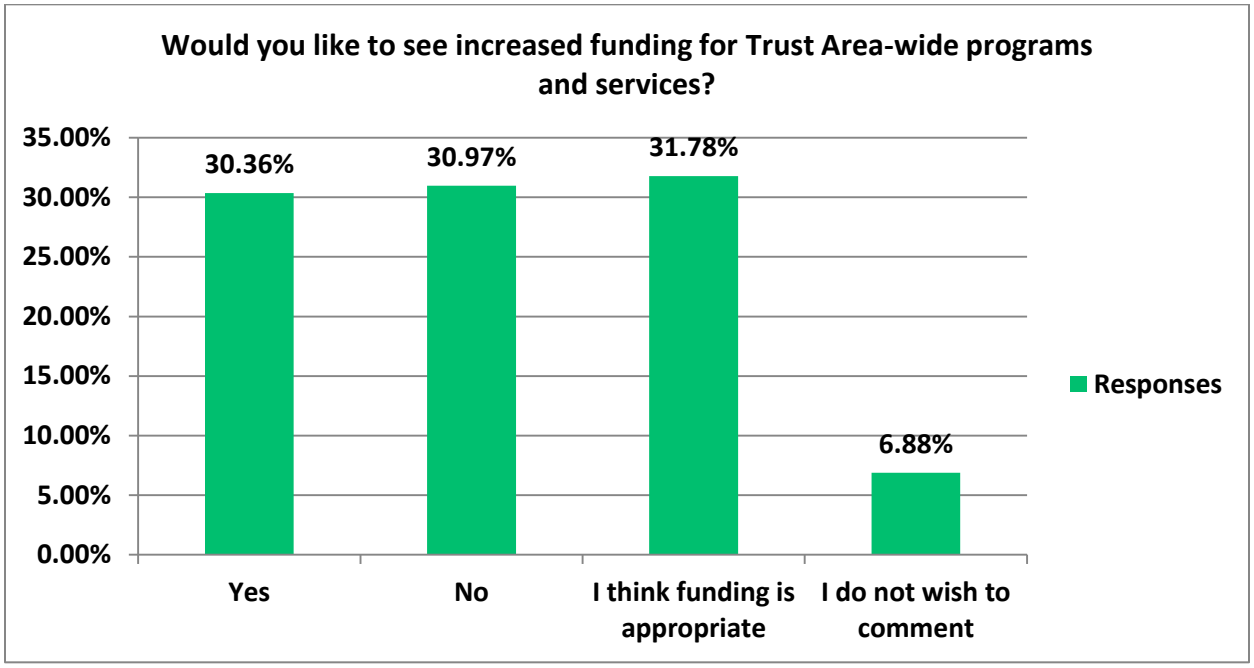
- legislative services (e.g. freedom of information requests)
- Islands Trust Council meetings and Council committee meetings

Question 6:

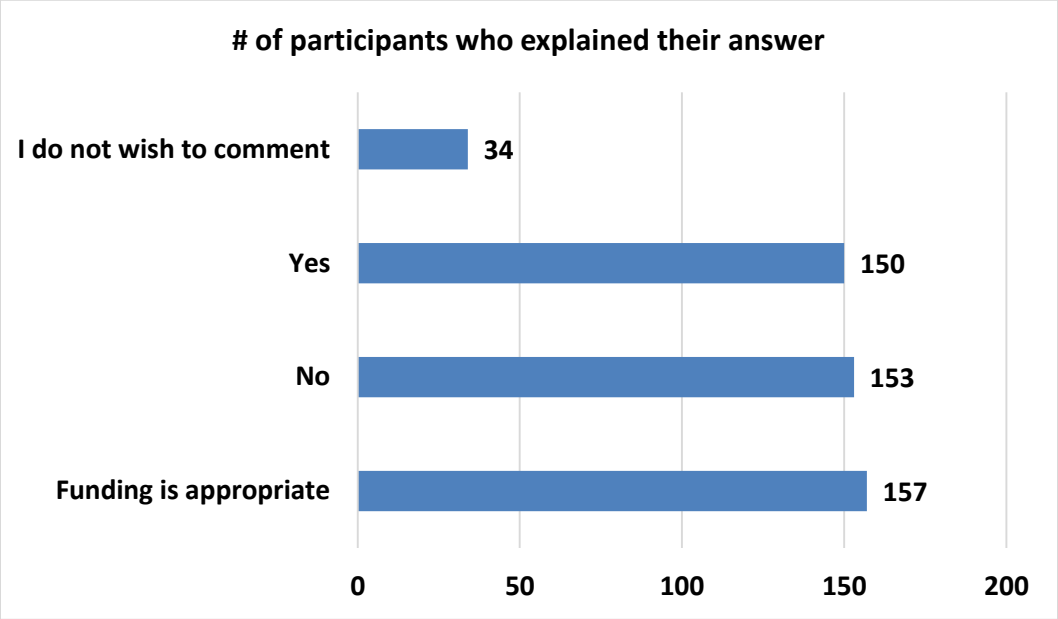
- 494 out of 745 people (66%) who participated in the survey completed question 6
- 138 out of 495 people (28%) who participated in question 6, explained their answer choice

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

- advocacy (e.g. lobbying about topics such as aquaculture, marine shipping safety, climate action) public education programs (e.g. Community Stewardship Award program; educational workshops on topics such as water, climate action, species at risk)
- intergovernmental relations (reconciliation, agreements with other levels of government, hosting of multi-stakeholder coordination events)
- communications (e.g website, social media, advertising, publications, news releases)
- Trust Area-wide policy management, including the Policy Statement (e.g. updating, interpreting)legislative services (e.g. freedom of information requests)
- Islands Trust Council meetings and Council committee meetings.



Participants who explained their choice:



The following tables show the participants comments who explained their choices to question 6.

Comments from participants who chose: • **Yes**
I think there needs to be more focus of conservation and the preserve and protect mandate.
Amend Trust Policy and the Act to have directive policy enforceable throughout the Trust area. Similarly expand mandate of the Trust Fund Board to own Community Benefit Land Trusts in the Trust area, with requisite Trust area planning staff.
I support an increase in advocacy, public education, reconciliation, and meetings. I do not support an increase for social media and website communications (these things are not broken, please let's try to fix the things that are re: climate and Indigenous land claims, truth and reconciliation)
Public education, intergovernmental relations, reconciliation and advocacy need to be vigorous in response to the climate emergency
Advocacy and communications have a broad reach of outcomes, and so more funding for this would be beneficial.
People need to be educated about the risks our islands are facing, and need a strong voice to advocate on our behalf with all levels of government.
all hands on deck. climate emergency
All 8 areas need increased funding. The Trust does what it can with a limited budget.
Would increase taxes
I just feel it may be needed to carry out this work
Education is the most important long-term investment.
I completely support the trust mandate of preserve and protect and am willing to pay the tax necessary.
For the first three items only

Comments from participants who chose: • **Yes**
All important services
Protection of the environment is critical.
To improve the relevance of the Trust
Anything that includes climate change is a yes from me.
Add live feeds to meetings for public transparency
The legislation/regulations coming down from the Provincial level are negatively impacting the very plans and needs of the community. As an advocate for the area, we need stronger representation.
You need to spend more money to meet the increasing demands of development and tourism pressure on our precious and fragile island ecosystems.
There is strength in numbers
this is the only area that actually focuses on the environment. we need more of it. and stop colonialism.
Unless it's used to stifle local businesses.
I don't think that there's enough advocacy coming from the Islands Trust relative to climate change. Protection and conservation, stewardship and sustainability are nice, but we need bold action and bold advocacy. We need to be planting trees, not just stopping logging (which isn't mentioned. We need help protecting and expanding the ALR to grow food for islands whose deliveries will be interrupted. We need to be pro-active and foreword thinking, not simply, comfortable and conservation minded.)
I would like to see the council pass a resolution or by-law declaring that all citizens of the Salish Sea have the right to a clean environment. This then becomes a charter protection which the council could then ask the federal courts to enforce. But you'll need a legal budget to back this up.
Maybe next time explain what trust wise service and programs are. How is that different than planning services?
As fossil fuel pipeline and reality of greater tanker traffic is evident there will be a need for monitoring of on and offshore effects, to mitigate disaster, to protect land, wildlife, waters and communities against immediate and long term harm
no comment
They are working with too little
Funding for court action and purchasing of land for the community.
I am concerned about the Anchorage issue, which I feel is currently being ignored by the Islands Trust.
Climate action.
The protection and preservation of all the islands' environment is what strengthens the preservation of individual islands.
Public education and planning are both critical to success
i will happily pay more for IT to preserve and protect. Too many decisions pay lip service to the Object. Nature tends to avoid public hearings. Owners protect their property rights better than the Trust preserves and protects
The Trust must advocate more on issues affecting our islands sustainibility
Without funding, programs can not be conducted.
Advocacy for perme ent resident needs and ecological sustainability as a priority

Comments from participants who chose: • **Yes**
Yes - the Trust has not devoted enough resources to education in recent years, with the result that newcomers and developers have no idea they live in a "Trust" area.
It is cost efficient and more far reaching to act as a united front to develop Trust wide policies where applicable.
More capacity for staff implementation
Yes, yes and yes! They do a lot of range of work and Islands Trust communication is lacking. Please improve website and communicating out to members.
Climate change indicator development, mitigation and adaptation will require additional work in these areas.
I would like to see more education and engagement with public as options are being reviewed to bring everyone to common understanding of decisions.
Regional approach is crucial
There could be an economy of scale if LTC's work to gether to adobt common bylaws...Water availability and rainwater harvesting need to be better understood and promoted
Efficiencies come from better trust wide work.
Trust needs to be more visible and effective in wider context
Stronger awareness of the Gulf Islands will heighten chances for protection.
The government needs to be more aware and responsive to local environmental requirements.
We need more public education on the effects of climate change

Comments from participants who chose: • **Funding is appropriate**
The funding seems appropriate at present
Status quo ok
Happy with how it is, but wonder if Trustees could participate in meetings remotely to reduce costs (monetary & climate) of a physical meeting.
islands trust appears ineffectual when crd ,alr insists on a different ruling
The Islands Trust and CRD need to work together better. I'm not sure additional funding is the answer.
I'd like to see streamlining of some of these activities
The area wide Trust needs to ensure that it streamlines itself and allows for local Trusties input have significant weight as they are the ones who speak on behalf of those who elected them.
I think more emphasis on public education. So much ignorance and misinformation out there. Give that a higher priority. Also you need to gather more data on groundwater, freshwater, tourism levels for example. We need more fact based decisions at the application level.
Local IT communication and advocacy work seems sufficient
see previous comments
Support IT but do not want increased costs
Again work with what you have.
mote Educational Workshops would be nice so we can all be informed by the science behind actions; more money put towards the studies that inform these workshops (ie: climate change mitigation). In the

Comments from participants who chose: • **Funding is appropriate**
current marketplace I would think there can be less money allocated to the website (once it's redone) as these types of things are cheaper to manage now than in previous years.
Again, I'd like to see the option of increased funding tied to particular priorities. Why is increased funding needed in this area now? The broad mandate outlined above could consume any amount of additional funding.
The jurisdiction of Islands Trust is so vast I think you would need a huge amount of funding increase to see much of a difference here, which is not very likely
Same as above
Although important, I do not think an increase of funding is necessary
I don't see a need to increase any of the in any of the above
It is not clear to me that the current level of funding is inadequate.
no increase in budget
Provincial carbon tax covers this.... Too many studies -
Adequate
Not sure that some of the items add much value, or could be more focused
There could be much more sharing of good policies between the islands
Support increase but is there room in the budget

Comments from participants who chose: • **No**
Not your job
Because most of these initiatives duplicate work done by other levels of government - they are very definately not part of your mandate.
Studies and meetings are not actually providing services.
Spend money where the impact is measurable.
Education is great but why do we have to pay to host all this? Provide access to data. Those interested will read and recommend to others. Keep our taxes within reach of average income earners.
respect local
Stick to your mandate, zoning! Leave social issues to individuals.
Use what you have to greater effect.
Too vague
Some issues are responsibility of higher levels of government
The majority of these do not seem to be evidence based. Given this, the budget should remain the same or be reduced
taxes are too high already
Taxes are too high already
Taxation is theft
Enough money is spent now.

Comments from participants who chose: • **No**
Save staff time and money by getting away from lobbying in too many areas. Narrow the strategic goals in these areas.
I think the trust should just carry on as it is doing. no more money required.
Too much advocacy cost currently
Is Tr has enough budget if they stayed away from matters they have no jurisdiction over
You are supposed to do land use planning. thats it.
I'd like to see advocacy and education reduced. It's done better by others. These are 'vanity' projects. Please identify the cost of your 'core; services (the last 4 bullets)
just concentrate of water pollution and that will benefit human and sea life. Way too broad range for such an important question
Not relevant
again when does it stop, lets see what else you can come up with to make things better.
Resources could be seconded from the Planning focused services to boost the efficacy of Trust Wide policy and ecology focused work.
It is extremley expensive to hold these meetings. 4000 dollars was spent on a meeting for lasquetis OCP meeting. It costs way to much and is poorly organize. Local people have the skills nessasary to address the issues at hand without spending so much of our hard earned money.
Funding is sufficient.
Reduce funding. These activities are heavily duplicated by many other bodies.
Support advocacy
current funding is sufficient
Without more evidence about how this benefits the community, I don’t want to give IT any more money.
Cannot afford it.
Sounds like empire building
Focus priorities on cost effectiveness - reduce trust council costs by reducing travel costs and focus on staff retention and higher productivity.
There has been to much talk and not enough action. The Trust Council with administrative staff have stated for years that they are working with the provincial government to have the ability to fine for DPA violations. Nothing has happened to date .
increased costs with no concrete benefits to residents, tackling issues where we have no influence or impact
The trust policies seem to be creeping outside of the scope of the mandate they've been given. I recognize that the world is evolving, however having every level of government funding policy research is a waste of tax dollars
Other governments also have these responsibilities
Demonstatably figure out garbage, fire, water, and public transport, first...time for doing, not talking over and over.
Islands Trust has become involved in too many areas and far too big for our Islands needs. Slow down !

Comments from participants who chose: • **No**
To much money is spent on advocating for actions by other levels of government. Trust should concentrate on getting province to increase its powers and using existing powers.
The regional government has not been shown to be effective at advocacy and intergovernment relations despite the tremendous opportunity this presents. No use increasing funding to do a mediocre job.
You accomplish nothing of value to me
Bowen does not need the island trust
I prefer local government
this level of governance is not effective
too much island money flows to Victoria
would have been nice to comment on each point

Comments from participants who chose: **I do not wish to comment**
not knowledgeable
I always supported IT but somehow it isn't working any more.
simplistic question without sufficient background information
I don't know
not sure I know enough to comment here
as above
I would support more funding if it's necessary but again I don't have enough info to answer this question.
I would like to see services in the Islands Trust area procured on the islands that are being served. Rather than funds being spent on goods and services in Victoria. ie Printing/Advertising
I think staff are better informed to decide where to allocate available funds to best meet the goals.
I don’t have enough info to make an educated comment
Once again my answer is maybe. Some of the programs listed, yes, some no. This question is not specific enough.
I don't have enough information
I do not know enough to comment
unsure of my answer. some increase, some decrease, some the same!

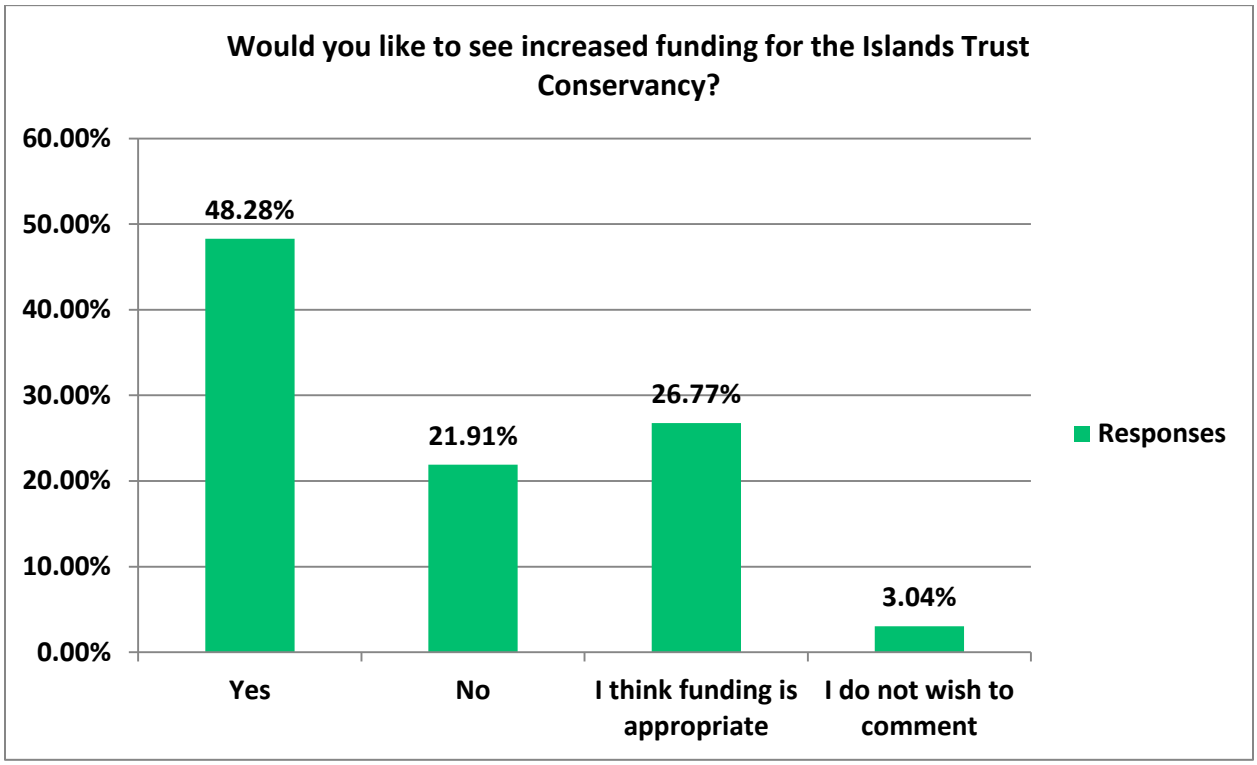
Islands Trust Conservancy

The ecosystems of the Islands Trust Area are among the most at risk in British Columbia. The Islands Trust Conservancy protects 1304 hectares of natural landscapes across the region and empowers property owners to protect private land through innovative programs, covenants and volunteer conservation initiatives. The Conservancy’s administration costs, including the costs of managing 105 protected areas (29 nature reserves and 76 conservation covenants) are paid for through the Islands Trust budget. Land purchases and covenants are generously funded through donations.

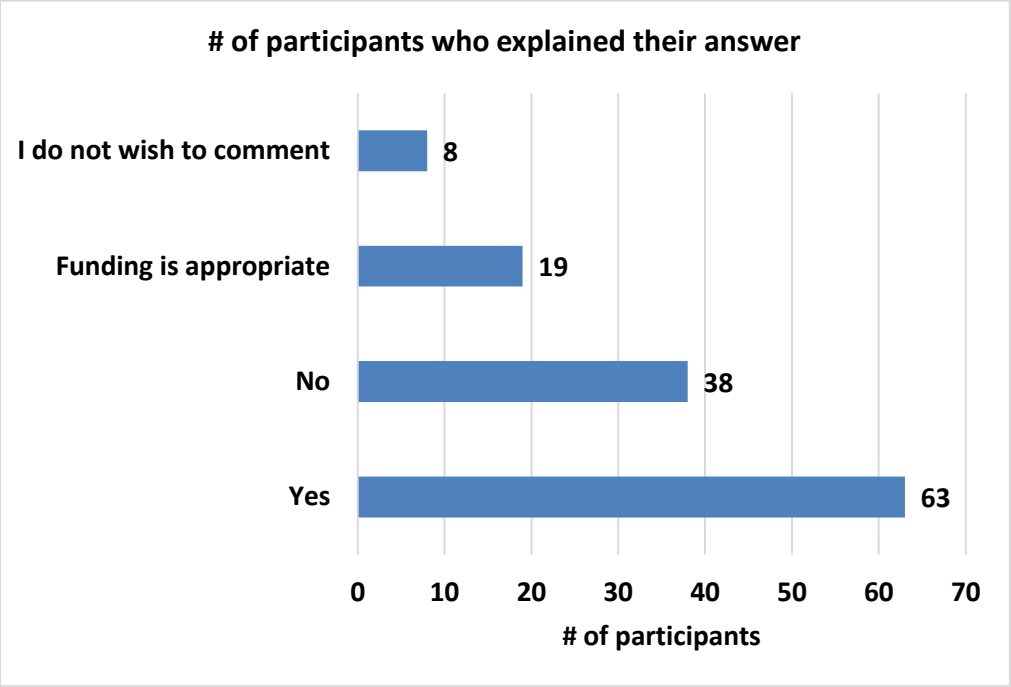
Question 7:

- 493 out of 745 people (66%) who participated in the survey completed question 7
- 128 out of 493 people (25%) who participated in question 7, explained their answer choice

The ecosystems of the Islands Trust Area are among the most at risk in British Columbia. The Islands Trust Conservancy protects 1304 hectares of natural landscapes across the region and empowers property owners to protect private land through innovative programs, covenants and volunteer conservation initiatives. The Conservancy's administration costs, including the costs of managing 105 protected areas (29 nature reserves and 76 conservation covenants) are paid for through the Islands Trust budget. Land purchases and covenants are generously funded through donations.



Participants who explained their choice:



The following tables show the participants comments who explained their choices to question seven.

Comments from participants who chose: • **Yes**
This is the most important work of the islands trust and should be an area of growth.
See response to Point 6
It is the most worthwhile thing you do
Permanent protection on wild lands are essential for our future.
The Islands Trust Conservancy is the most important program/branch of the Islands Trust. Preservation of wildlife, watersheds, foreshores, etc., depend upon preservation of habitat. Habitat preservation is crucial in mitigating the effects of climate change by providing refuge for wild species and watersheds threatened by our changing climate. Wildlife populations around the world are declining at an alarming rate, and habitat loss is the most significant reason. Intact habitats such as old growth forests and eelgrass meadows are important carbon sinks. Intact habitats also improve availability of fresh water. Intact habitats have a great deal of biodiversity which increases stability and resistance to fire, pests, drought, etc. Most of us choose to live on the islands due to their relatively pristine natural environment. This is more important to most of us than increased services, amenities, and recreation opportunities. The only way this natural environment can stay natural is to protect it. Thus, the utmost importance of the Islands Trust Conservancy. Thank you.
protect whatever is possible
This is a wonderful program, that has significantly enhanced the natural environment. Wiht population increases in Vancouver, Victoria and surrounding areas, the SGI will face increasing pressure to develop. The Conservancy helps protect what littl is left of unspoiled areas.
And I'd like to see less removal of trees on private lands

Comments from participants who chose: • **Yes**
I believe this is one of the Trust's most important initiatives.
Important to preserve and protect our rural character
critical for the preserve and protect mandate
Our public lands will become smaller if they are not taken on by the trust
It needs money to protect the environment
The Islands Trust Area are among the most at risk in British Columbia.
Yes, especially if community farms (with affordable housing tiny homes surrounding can be covenanted..
The more land preserved, the better
Land costs money. Educating the public costs money. Help them protect our land.
It needs more promotion I think
Once it’s gone replacing will cost infinitely more
Once we've lost nature, it never will return.
Because it is the most important part of the gulf islands, more important than anything else.
More needs to be done to protect out forests.
Protection most important
Our natural resources are our greatest wealth.
The conservancy is rad
With $ the Cliffside/Tumbo Rd wetland area could have been bought at the giveaway price and kept as it is now the ponds are destroyed by oily runoff of road building and property development.
Preserving ecosystems has to be a top priority
good ecomony, get stuff done.
Please buy up more of the public lands!!!! Or even the Already desinated OGMAS
This has been an effective protection method.
The Trust has declared a climate emergency. Act in this and give more money to ITC. Our ecosystems are the best in BV for carbon sequestration and we need to protect the forests while we can.
I would like to see further management of the byproducts or oyster farmers etc. The amount of garbage, plastics, metals, etc that continues to wash ashore and not be cleaned up is quite alarming. Larger penalties for mismanagement of equipment should be implimented along with their management strategies upon lease renewals.further protection of beaches and access for all Canadians to beaches and waterfront should be considered when developements may cut off access for all peoples
Protect more land.
Protection of fresh water ecosystems is vital
should be a top priority
Conservancy work on all the islands is more important than ever.
Protecting our ecosystems is the most important thing we can be doing.
Particularly on Mayne There is a need for conservation easements or dedication — most land is private and relatively unprotected from inappropriate development and activities.
I think it is worth the effort to search out donors and programs that will amplify existing Conservancy efforts.
We have benefited from this great already, and hope to do more in future.

Comments from participants who chose: • **Yes**
With increase funding I would like to see increased action in regards to those residents in violation of bylaws.
the conservancy is a major contributor to achieving any climate goals the Trust has
Larger land areas require more work
Buy land to protect before it's all bought up and developed
The more land preserved the better for residents and all British Columbians. With necessary funding all covenants and protected areas can be monitored at least yearly.
More work in this area justified by the huge benefits
The Conservancy is essential for protection of important areas.
land protection of endangered CDF ecosystems should be top priority
Great - and do more, including in zoning and bylaws
Yes - preserving and protecting Trust island ecosystems ARE the basis of the preserve and protect mandate of the Trust.
No land equals no trust, BC government has provided us with numerous examples of how not to protect land.
Preserve and protect.
Maintenance of the ecosystems are critical to the quality of life on these islands (human life and all other life forms).
Protection of local ecosystems is more important to me than anything else, due to climate change.
Again -- protection requires meaningful funding
We need to conserve as much land and water spaces as possible. Please buy more nature reserves and improve communication with the public on conservation covenants!
Yes with a caveat. It is voluntary and perhaps needs to be re-examined to give property owners better incentive to participate.
yes, for more land acquisition, public access, climate-savvy conservation activities
Conservation is key to sustainability
The Islands Trust Conservancy should take on a new role of holding land for adesignated affordable housing projects that are models of environmental efficiency. This is essential to preserve healthy island character and communities
But where should this funding come from? Province, Federal Gov, private donations? Protect the islands for all of BC.
Protection is paramount
A bit of a motherhood response since most can't afford what is now inplace

Comments from participants who chose: • **I think funding is appropriate**
If possible. The Land Conservancy does good work and certainly non profits could always use more funds, however the major costs of their seem offset by donations.
They should raise more money themselves
I'd love to see more funding, but from other sources

Comments from participants who chose: • **I think funding is appropriate**
Amazing job done with incredible donations.
how does island trust "manage " protection? Sure didnt happen with gardom ponds.
Nothing else to add
If taxes raised, would prefer to increase education.
Support funding by donation initiatives
There needs to be.a greater visibility of what islands trust actually does before agreeing to an increase in funding. Hard to support something if you don't know what has actually been done.
Unless they can expand to holding land in trust for community housing.
Again, work with what you have.
Supportive but don't want to pay more.
Increase the program that communicatest he advantages to wealthy landowners of purchasing and convenanting land for tax breaks. The Islands Trust needs to do more and partner with others to expand and maintain properties int he conservancy. Each island should have a group that interfaces with the Islands Trust Conservancy.
This is an area you would publicize more to increase donations.
again, important, but currently funded
It is not clear to me that the current level of funding is inadequate. I am not sure what spending more in this area would actually deliver, concretely, objectively.
I always thinks bureaucracy can be reduced to achieve savings
Fixed income
I am worried that we cannot increase funding for everything.

Comments from participants who chose: • **No**
Let other conservancies do the work
We need land for affordable housing, not more off limits lands
You are a local government tasked with land use management - not a funder of charities.
The current program of donations for the ongoing protection of these areas is preferred. I dont want to see a conservancy that costs taxpayers so much to maintain that the islands become out of reach for young families and lower income earners due to heavy taxation. .
islanders love island and know how to protect
This should be a BC parks not Trust activity.
disagree with premise that Trust area among most at risk
Use what you have to greater effect.
Current levels of protections are working quite well.
Taxes are too high already
The area is already top heavy in regulations.
Disband the Trust It has changed drastically from the original intent
Taxation is theft

Comments from participants who chose: • **No**
The provincial government should be supporting this financially.
You already spend far too much in this area. Take some guidance from the Nature Trust of B.C.
I do not think this should be funded at all from tax dollars. This is not the role of the trust
There is huge amounts of park land on Saturna. Anymore will be detrimental to the community.
Almost a million dollars for this, disgraceful when volunteers do a better job for way less
There are numerous other not-for-profit conservancies, for example the Nature Trust of BC, that do a better job at a lower cost than the Islands Trust.
We need to protect our environment, but we also need to be able to provide our youth a place to live and work. No more studies, just do what needs to be done.
There are already lots of other conservation organizations - why duplicate grass roots efforts
support of the Conservance should be questioned and investigated
But increased funding must come from the Province and the Feds.
Too heavy handed. Not transparent
Higher purpose people, no common sense, extremists. Save every blade of eel grass and forget about peoples reasonable needs.
Reduce funding - this question should have been asked.
funding is sufficient
There are many Land Trusts in BC - reduce costs through partnerships with other Land Trust organizations who can achieve same objectives.
I like the good signage on the trails, and basic services which keep our parks in good shape. Increased funding will likely result in less access for homo sapiens, where we in fact have very little impact
Doing just fine with what you have
We are overTaxed.
The change we really need requires changes in laws by provincial government. Voluntary landowner efforts are not going to bring the change that we need.
The IT adds another layer of "red-tape"
Your cost are as outrageous as your lack ofprogress
bowen does not need the island trust
Sufficient benefit with current budget
losing tax dollars
I love nature, but it's time for a more human focus - housing

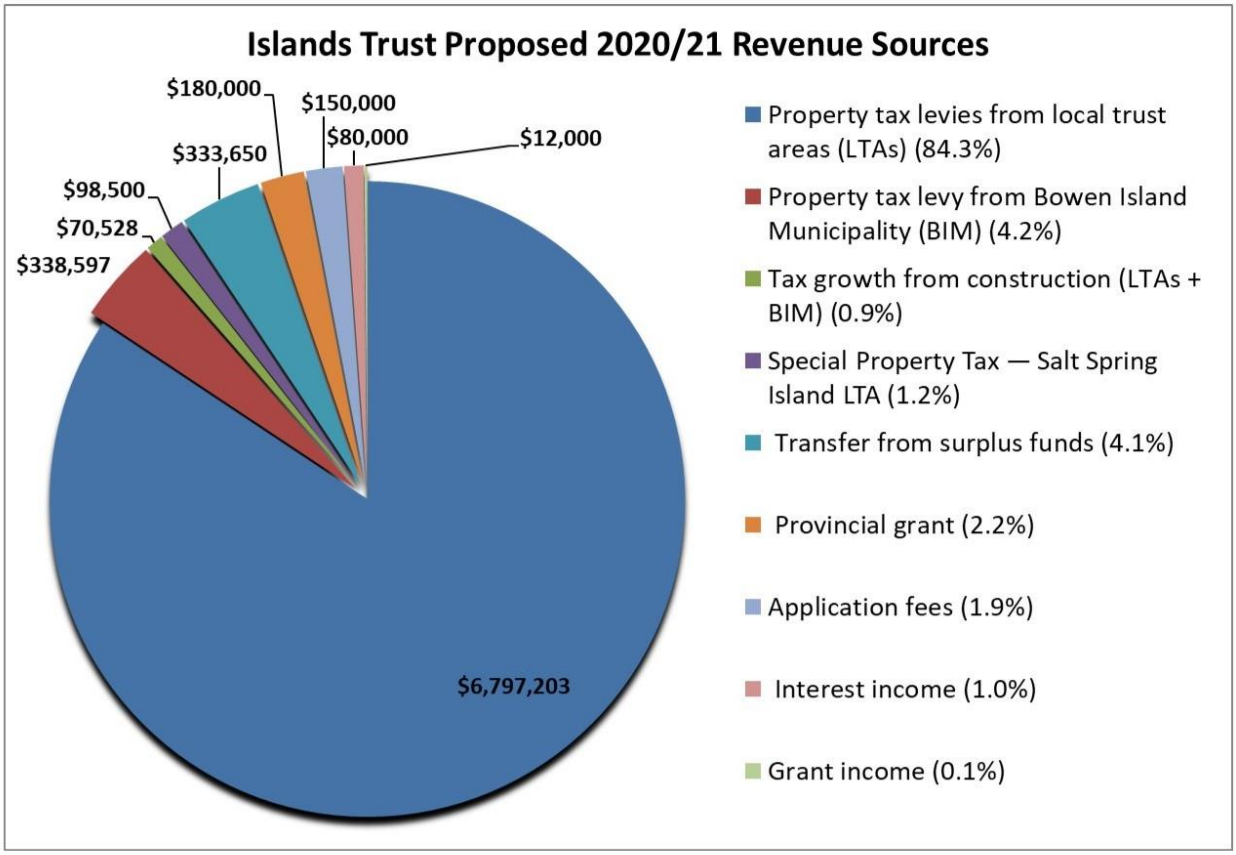
Comments from participants who chose: • **I do not wish to comment**
I don't know enough about what it does and where the money is spent and what is the result of that spending...
as above
I don't know

There will be increasing needs to research, lobby governments and achieve greater protection and conservation measures given pipeline proceeding
Do not have enough space info to comment
Maybe! The protection of the 1304 hectares is of utmost importance, but I have no information on if additional funding is needed or if the current budget is adequate.
I don't have enough information
I don't have enough information to weigh-in on this. It would be great to know more about what they already do with their money.

Revenue from application fees

In the 2020/21 fiscal year, our proposed budget will be funded from:

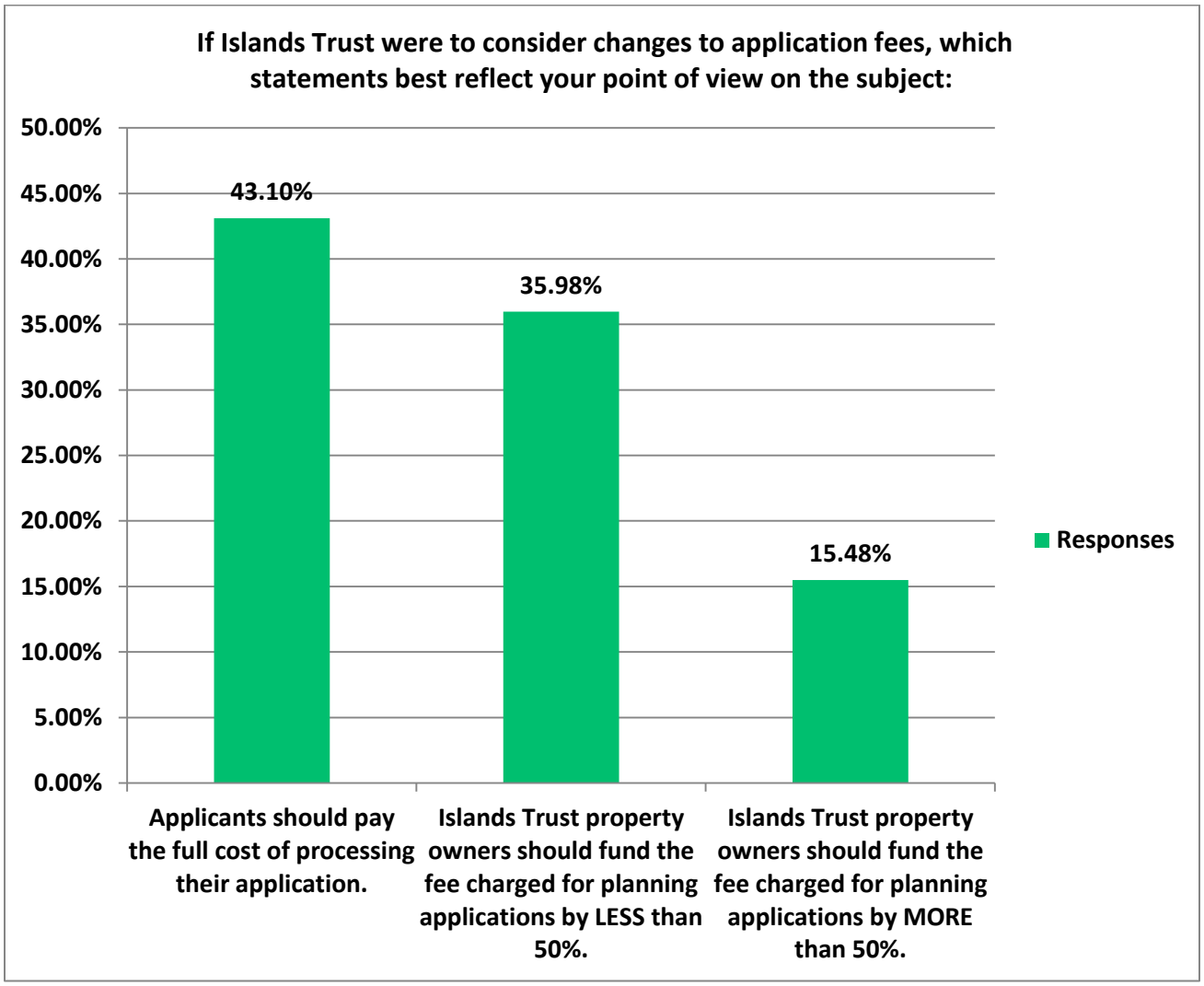
- property taxes in local trust areas
- Bowen municipal property tax levy
- provincial grant
- applications fees (development permits and rezoning applications)
- transfer from Islands Trust surplus funds
- Salt Spring Island Local Trust Area special tax levy (will only be applied to the purpose it is levied for)



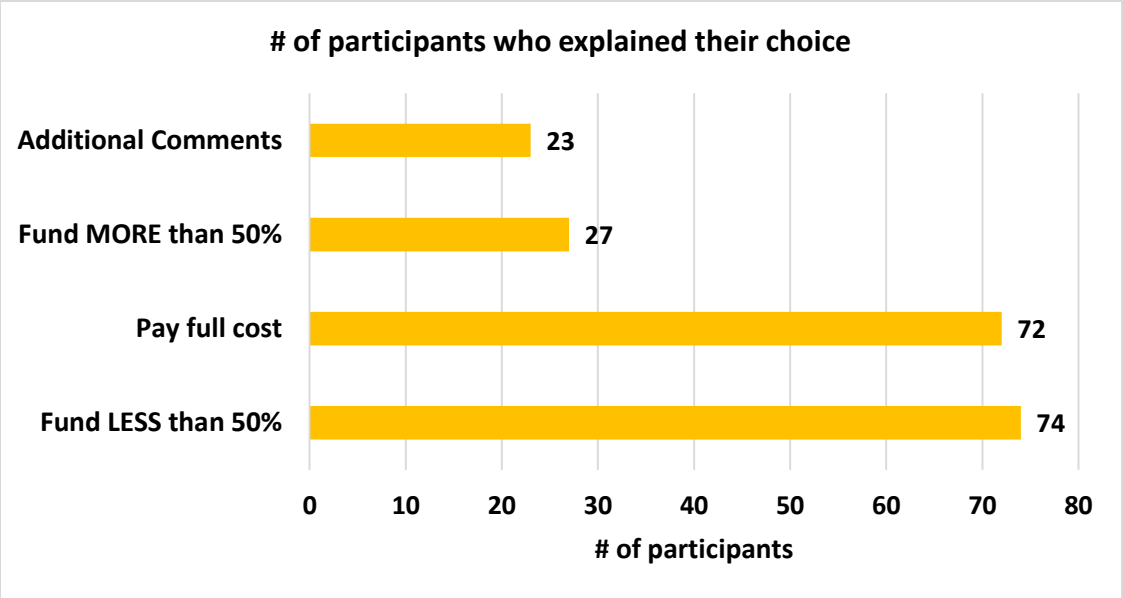
Question 8

- 478 out of 745 people (64%) who participated in the survey completed question 8
- 196 out of 478 people (41%) who participated in question 8, explained their answer choice

In 2020/21, the Islands Trust Council's Local Planning Committee is undertaking a review of development application fees. Currently, the Islands Trust spends more than $2.2 million annually to process development applications. Revenue from application fees is typically about $150,000. This gap occurs because we charge applicants less than 10% of the cost of processing applications, based on local trust committee direction. The rest of the funding comes from general property taxation and other revenue sources (excluding the Bowen Island Municipal levy). Last year, the Executive Committee sponsored $5,000 in fees for applications by other government agencies or not-for-profit organizations for initiatives that have community benefit, including affordable housing.



Participants who explained their chose:



The following tables show the participants comments who explained their choices to question eight.

Comments from participants who chose: • **Islands Trust property owners should fund the fee charged for planning applications by LESS than 50%**
The hurdles for a property owners are already onerous.
Higher fees can shut out “the little guy” and favour big developers. Regular folks won’t be able to afford permits for homes and small businesses, let alone rezonings. The approach to fees needs to differentiate between small-scale applications versus major ones, between commercial developments and landowners simply wanting to use their land sensitively and sustainably.
Leading question
Re look at cost of processing
I don't agree with any of the options but the structure of your survey doesn't allow for dissent. My option would be "the IT should reduce the cost of its planning applications by becoming more efficient. You are a bloated organisation and need to downsize.
definitely should pay MORE than 10%
Development of island properties benefits islanders indirectly and I wouldn't want to see development curtailed due to excessive fees. We see benefits from development in ferry traffic to see our route stay economical, we might get more services such as a cafe with more residents, to name a few benefits. I feel development should be encouraged within our existing OCP guidelines. development
Difficult to choose because of variation of development across the area.
I would prefer to have a tiered fee that discourages large developers and mansions and encourages small homesteads and modest dwellings that are environmentally friendly.
Application process is already fairly prohibitive and taxes are paid once development is complete. Plus this is a really complicated question given applications vary in purpose.

Comments from participants who chose: • **Islands Trust property owners should fund the fee charged for planning applications by LESS than 50%**
It's the inherent job of government to do this. You can't make all activities budget neutral, collecting taxes for instance isn't budget neutral either because it generates way more money than it costs organizationally. Rethink what the actual job of government is and be ok to spend money there
Paying half or less is fine
It is unreasonable for an organization like the trust to set up all sorts of barriers for folks to enjoy their land and then expect the landowner to pay all sorts of fees to make reasonable use of their property.
I dont feel particularly informed on this. I am surprised that development application fees are so heavily subsidized by property owners.
I do not agree that application fees should be increased. Many applications are rejected. Many applications are dragged on by the Galiano LTC for years
Impossible to explain without specific examples
Population density is too low. High fees will deter landowners from subdividing
keep it the same as it encourages development and is less of a hassle for canadians looking to invest. if the costs are to high perhaps it's time we look at improving efficiencies in application processes. it's too easy for you guys to ask for more money! make due with what you have and be smart with it!
Shouldnt cost that much for paperwork thats outrages cost
Reduce bureaucracy and reduce the fees
To raise the prices as suggested, only the super rich would be able to afford any type of development of any kind.
We are over governed so don't need all these extra layers of ineffective bureaucracy.
Same disband the Trust
This question is written terribly
Taxation is theft
Our taxes pay for appiclations.
IT currently does not make the process easy or transparent eg Roasting Co
Property owners are paying enough in thier property taxes.
Islands trust is payed to do this, they shouldn't double dip with the people.
Those fees shouldn't cost as much as they do. I once had a cafe and to change the facade the application was $600, my whole decorating budget was only 800! The fees should be reduced. No, applicants should not pay more, and it shouldn't cost so much to process them.
I would perhaps make a program for young families that waive this fee, as it is already incredibly difficult to get started living here
While ou don't want fees so high that some will simply not apply for permission but go ahead and do what they want, you also want developers to bear some responsibility for their plans.
If the trust delivered fully , money would be well spent.
The gap should be reduced by development applicants and property owners paying a bit more. There should be support for social housing projects so families and other with low to mid income have affordable housing

Comments from participants who chose: • **Islands Trust property owners should fund the fee charged for planning applications by LESS than 50%**
For gods sake you tax us so much. This is the one role that is the role of the trust
no comment
The Trust creates the cost increase not the applicant
Like how much does it cost the Trust with all your layers, that is the problem, hidden in this question of course
A leading question and too limited choices of responses. I want to see Islands Trust being more efficient. How on earth can you spend 25% of your budget on development applications alone? How many do you handle per year? Figure out how to do it faster and better before asking tax payers and users to pay more.
You are too administration heavy. This system does not make sense financially. But no more studies.
Bad survey choices and not enough information to make an informed choice
I support subsidizing not-for-profit agencies but not private interests. Changing from 10% to full cost would be too abrupt, so I suggest a phase-in, with about 55% of costs paid by the developer for a few years, with a view to increasing this to 100% in future.
Planners have a job - to plan. That is what they are paid to do. It is a service, not project based.work.
Development applications showing potential benefit to the community should be subsidized
We're taxed enough, why should we be penalized for trying to improve the limited resource community we live in. We pay enough. We try to be self sufficient and grow but have limited incomes already
Permit applications should be encouraged, not discouraged. The emphasis should be on proper applications and review, not enforcement and punishment for infractions. I support encouraging development applications through subsidizing them.
The processing shouldn't cost so much. They need to better use the tools they have (mapping, etc). Uninformed decisions are being made inefficiently.
The Islands trust should reduce the cost of processing applications and raise fees to reach a balance
protect other budget item funduing
The fee should NOT be so high as to discourage compliance
If you are covering the gap through taxes this is largely coming from tax paying property owners already....makes the cost of development prohibitive and too onerous on property owners.
Property owners have not control over cost efficiencies at Islands Trust. This question is not informing on how this compares to other municipalities or RDs.
I think it's good the way it is
Flat simple fee structure. If applicants were to pay all the fees, we'd see the fees skyrocket as a means to discourage applications. One might also end up paying 'consultants' assessing climate impacts and such
There needs to be a balance. Viable, livable communities where there are some services available to residents, are important; development application fees should not be prohibitive, especially if compliance is a goal.
reduce costs by streamlining the application process
depends! want to make it affordable for projects with community benefit, affordable housing etc. but big commercial developers making money of speculation and ugly development should pay full expense
confusing question.

Comments from participants who chose: • **Islands Trust property owners should fund the fee charged for planning applications by LESS than 50%**
development permits have been applied on a random basis and are often not reasonable.
A jump from 10% to over 50% in one go is too steep.
I say less because I'm unsure of the efficiencies in processing. Has there been a recent process review? Is the process streamlined, digital and is workflow automated? Citizens should t pay for government inefficiencies, but they should pay for appropriate solutions that ultimately cost money.
Development rules are largely for the benefit of residents and visitors as a whole, not for the benefit of the applicant. Therefore fees should be set primarily as a deterrent to trivial applications. s
Without the full background and data this question is lacking in detail. To suggest an increase from a cost of less than 10% to full, or more than 50% is impossible to determine.
Make it commensurate with the TYPE OF APPLICATION. If it's done green make it free. If it's a concrete mansion, FULL FREIGHT. I exaggerate but you get the drift. There is a huge opp to reward POSITIVE development and de-incentivize climate NEGATIVE earth destroying development.
It seems quite reasonable for say one third of costs incurred by IT in processing an application should be covered by the tax base, and the test should be covered by the applicant. That is already a great deal more generous than the applicant paying for all of the costs, as might also be advocated.
some of the projects benefit the community at large - target these for a "shared" cost?
Maybe we could differentiate between home owners and vacation property owners. They deserve to pat different amounts
10% is too low, but some applications deserve encouragement
Grossly inefficient process needs serious revision
The Trust planners make the process more onerous and expensive than it needs to be to accomplish the same goals.
Protecting and preserving communities requires development which is sensitive to the ecosystems, which is of value to all new and existing residents.
Less than 10% seems ridiculous so it should be raised
No info given on how much it costs per application, so hard to know what is reasonable... Plus individuals different from larger scale developers
49% is about right

Comments from participants who chose: • **Applicant should pay the full cost of processing their application fee**
I don't think taxpayers should subsidize development. However, there should be options to waive fees for community organizations.
User pay
If I want to change the environment of the island I live on, I should pay the cost, not the rest of the taxpayers, many of whom would be happy with less development. That being said, there may be special circumstances in which changes to a property are necessary and may cause hardship for certain individuals, such as senior whose home needs upgrades to be safe. In these cases, a special grant could perhaps be provided. It disturbs me that someone may move to our islands, destroy natural areas to put up an enormous house, and the rest of us are subsidizing the cost of permit applications.
Why should I have to pay for someone else to develop (eg. make more money)?
Unsustainable taxes - user pay services.
These fees should be tax deductible and are a fee for services
Applicant fees should stay the same and Island Trust should figure out how to reduce the cost of processing those applications!
Some applicants are abusing the current system. When their variance or zoning changes are denied, they simply file another, slightly different application--and even get theri application fee refunded. The entire fee should be retained by the IT, to discourage these frivolous, repeat applications..
Individuals take full responsibility for applications.
we dont need more development. keep the islands rural
They pay to play.
I don't want to see an increase in taxation
If applicants are developers, making money from their application, they should pay fuly. if applicants are not developers, and will not gain finacial benefit, then they should not be charged. In other words, there is a serious difference between a family asking for a cottage for there children on a five-acre plot, and a 200acre subdivision cut into the most minimal plots that laws allow.
do as they talk
Applicants are the ones benefitting from their developments - why should I subsidise it?
Why should someone have to pay the full cost for the work they're causing. Development costs should NOT be subsidized by the taxpayer/Island Trust.
I support exemption for not-for-profits.
If applicants pay the full amount they have already been screened for their commitment
I believe applicants should pay
I also think a review of the processing should be done to streamline and cut costs before applicant have to pay more fees to cover actual costs.
Development needs to be controlled
but the cost should be reduced overall by removing redundant and unnecessary regulations
If you want to play, you have to pay

Comments from participants who chose: • **Applicant should pay the full cost of processing their application fee**
This was difficult question to answer; as the question does indicate what the cost is to applicant nor does the question indicate the number of applications received so one cannot do the math. My answer is; The over all tax base shouldn't have to pay for an application of an individual
Reduce the cost of performing application reviews
It only seeems fair especially if the applicant is a developer.
There should be exceptions for community projects
User pay is the best way to “tax”
User pays is the norm in all business
I think applicants should hire their own planner. Trust Planners should work in support of LTCs and Trust Policy Statement.
then more of my tax money can go towards the environment, habitat protection, and first nations reconciliation
Other govt agencies should pay full fees, non profit pay 60 percent.
Why would a local taxpayer subsidize a development application? I already pay for enough useless expenses of the federal and provincial governments
seems fair that the applicant should pay.
I do not choose to pay for what someone else chooses to do with their property they will eventually recoup their costs.
User fees
you want something, you pay for it.
This is just one of the many expenses one incurs when building. Shouldn't be subsidized.
Anything to curb development
This is how it is done in many places.
This is not the responsibility of the property owners, it is a hidden tax. Goverment, not for profits and another’s need to pay their own fees.
Taxpayers should not subsidize developers
Perhaps you need to look at why development applications cost so much to process. It seems to me that your present administrative workflows are archaic and expensive. The real question here is: what would it take to reduce the cost of processing development applications to a level commensurate to what LTC's are comfortable charging applicants.
why not? the rich demographic and speculators should pay what it costs. why should we subsidize builders?
Self explanatory. My taxes should not be covering the gap in development application fees.
I don't understand this but overall I'd say that I'm okay with subsidizing non-for-profit agencies doing initiatives for the community benefit. However, for profit agencies/persons should pay the full cost of processing their applications.
Simplified management
Up to the individual applicant

Comments from participants who chose: • **Applicant should pay the full cost of processing their application fee**
Cut the fees by reducing unnecessary bureaucracy and expenses.
They should pay the full cost except in certain situations. There could be a grant specific situations of need, or situations of special consideration, would qualify for.
As long as the cost is reasonable of course.
I am in favour of user fees. However, the fees would be ridiculously high based on the status quo, which would create huge pressure for the Islands Trust to become more efficient. Once that happens, the fees would be more reasonable. Why should someone living relatively self-sufficiently see 90% of their taxes paying for the applications of others? This subsidization model leads to all sorts of problems.
User pay. Land development is a rich person's activity.
Why should someone else pay for the cost of my application?
In 2004 at The Trust Council Meeting is was stated that applicants only pay 8% and this needed to be increased. Only a 2% increase over 16 years is ridiculous . Why should taxpayers pay for 90% of the applicants processing costs. The prime properties for subdivision are gone. Now applicants /developers are trying to develop any property that has or may have potential of subdivision with development variance permits etc. The amount of planning staff time has increased exponentially. Planning staff do not have the time to due a thorough research of the history of the property that is being asked to be subdivided. Even remanant parcels are now subdivided. These parcels of land were not to have subdivision potential . Many of these remanent lots are large parcels of land that were made by the developer in order to average down the lot sizes.
Assuming an efficient process developers should include admin costs in their budgets.
I particularly object to the multi-tiered fees for development on the island, however an applicant should bear the burden, not the communal group of property owners
Direct the costs to the source
If folks want to develop on the Islands, then they should pay.
existing properties may receive no benefit from development
If I understand correctly, this would mean that developers would pay for their own fees. I am assuming these permits are mandatory. So make them pay to make sure their site is safe and sustainable for the environment.
This one change would be a significant tax saving., and it might slow down development.
Let the developer pay.
The taxpayer should not be subsidizing development with the exception below.
I shouldn't have to subdivide developers and other landowners who want to continue to develop their land.
The time taken by staff from the Trust Area residents who all pay in for the greater good is badly misplaced in subsidizing staff time to respond to building requests.
User Pays principal
Exception should be made for Affordable housing initiatives where reduced costs and priority processing should be given to address our housing crisis more rapidly, in a way that responds to a crisis situation.
Making this fee quite high will not deter anyone.

Comments from participants who chose: • **Applicant should pay the full cost of processing their application fee**
With some exceptions - people offering to protect land FOREVER or building affordable housing.
We need an Independent Review to determine ways the Trust can reduce its costs for of applications. These reviews often seem far to lengthy and costly. All costs should be borne by applicant which would then reduce Trust budgetary needs.
Certainly exceptions should be made for community initiatives such as the affordable housing.

Comments from participants who chose: • **Islands Trust property owners should fund the fee charged for planning applications by MORE than 50%**
We need to balance the need for more affordable housing with the need to have an orderly, fair, solvent permitting process.
The application fee is TOO costly for the average person
increasing application costs would serve to encourage more skirting of the rules in property usage (i.e. unregulated "partnerships" to form that don't pay their fair share of parcel taxes or abide development standards of OCP and LUB rules)
Planning costs and time are already cumbersome. Higher fees = more bureaucracy
If they can develop, they should be able to afford the application.
applicants should pay 50%
Seems logical. Why are we (taxpayers) underwriting developers?
IT should not be subsidizing property development for individual residents. It is not a public good. They are getting the benefit; they should pay at least half the full cost of the planning application.
That is a huge gap. Seems like the owners should be covering more of this cost, but not all of it if it is also being covered by our property taxes.
Applicants should pay the fee
A shared fee burden insures integrity of operation by participants.
Make up short fall
This would allow more $$ for environmental planning.
Possibly look at increasing the fee gradually over several years to 70%. Continue to support/subsidize not-for-profit initiatives that have community benefit.
As long as they are processed efficiently
do not discourage appropriate development
Stop subsidizing development
Make large scale developments especially for big high priced homes or private wealth purposes pay the full cost while and continue to subsidize applications for uses that benefit the existing community environmentally or for local collective ownershi.
I've already explained my view the the sections above.
Many applications are speculative

Comments from participants who chose: • **Islands Trust property owners should fund the fee charged for planning applications by MORE than 50%**
It is too easy for us all to take the cost of this kind of service for granted. On the other hand, it is important to make initiatives that have community wide benefit affordable.
Applications for new developments should cost more than for upgrades
Less than 10 percent is too low
exemptions for affordable (non-profit) housing should be made
charge more to developers and larger projects but make free or subsidized low income or climate-friendly or non-profit applications
Only if the Trust can become more transparent in how it deal with applications.
I think going from less than 10% to more than 50% in one go would be a little harsh.

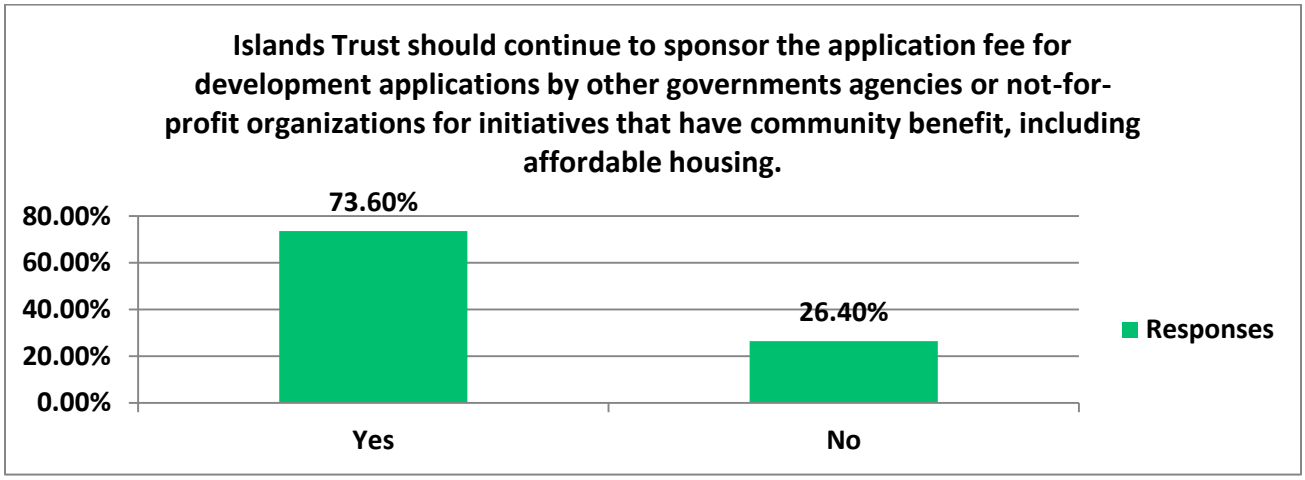
Comments from participants did not choose a multiple choice answer, but shared their thoughts
Having never been in that situation, I really don't have an opinion.
Leave us alone
So this means that the Islands Trust is subsidizing development through taxpayers money? This makes no sense.
over-simplified
I don't know
I think this is a manipulative question. The real answer is to stream line the process and reduce costs. The existing process is very costly for applicants because it is opaque, slow and very poorly documented.
I would like to know what an average development application cost is now for the IT.
Is Tr is already taxing for this service & squandering the taxes
you charge fees???????
It's hard to answer this question without knowing the actual dollar amounts that applicants nees to pay.
None of the above. No fees to IT. Leave the processing to the CRD. These are extraordinary costs that are difficult to justify.
Again too much red tape - the cost to process development application shouldn't take so long and cost so much - stream line the system - the applicants should fund the majority not the tax payers - but again the costs seem out of control.
I don't know how this applies to Bowen
Zero, get out of permitting. Not your jurisdiction
No charge no more taxes
Islands trust costs for more than the value provided. On hornby you have even drafted the all OCP into bylaws
Why does it cost so much???? 150,000 for an application is awful. We still have land lost, watersheds harmed and trees cleared. We need a new approach!
Become more efficient in your processing of applications
Why is Bowen in the trust???

Comments from participants did not choose a multiple choice answer, but shared their thoughts
depends on type and purpose of application
Stop taxing land owners
For profit companies should pay a larger portion of the cost through fees, except for small scale farmers and small locally-owned businesses. Non-profits should pay very low fees.
Island Trust planning is a bloated and we need to start over

Note: the following two questions (question 9 and 10) were only provided to Salt Spring Island Local Trust Area participants to answer.

Question 9

- 481 out of 745 (64.5%) who participated in the survey completed question 9

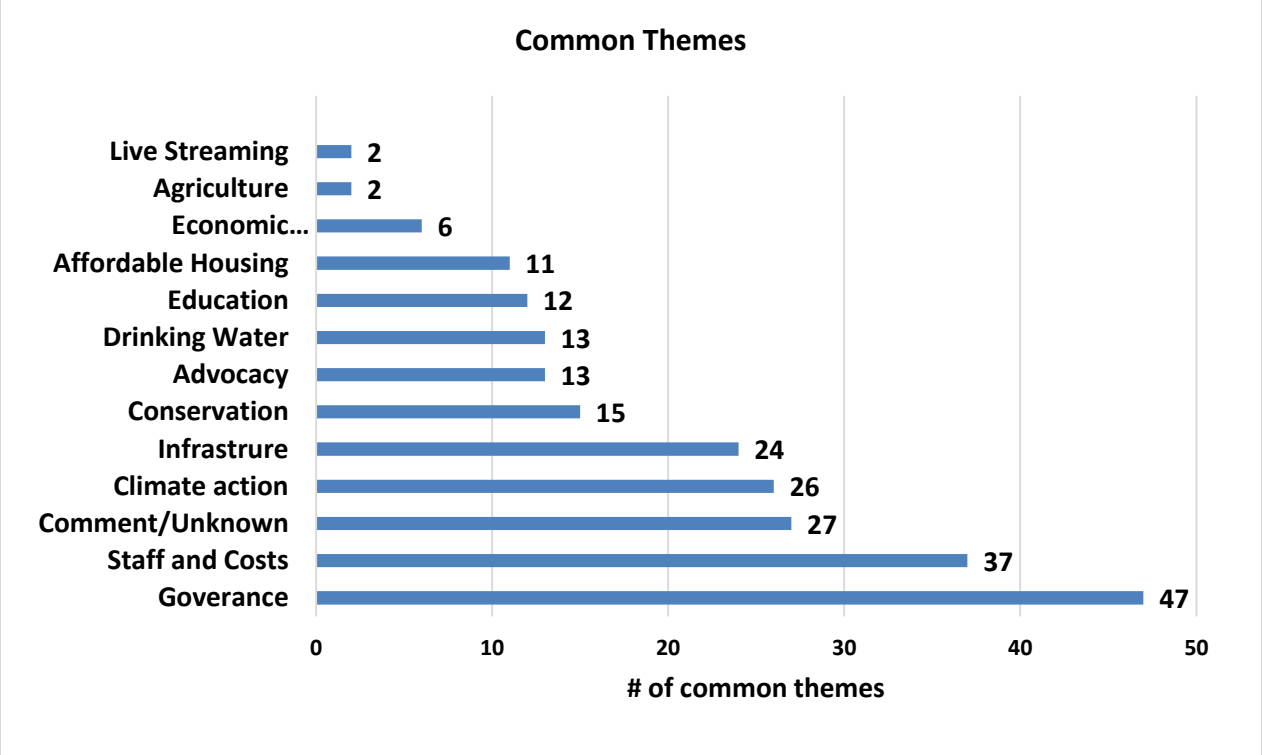


Question 10

- 160 out of 745 (21%) who participated in the survey completed question 10

Is there anything else you would like to see Trust Council add or remove from the proposed budget?

The following chart shows common themes that frequently came up through the participants' answers. Some comments may have more than one theme.



The following table provides participants' comments along with identified themes. The themes have been used to group similar comments together to assist with interpretation.

Participants Comments	Themes
As I said earlier, I do not think that the funding priorities refelct enough of a priority for advocacy work. Funding communications is a good idea, although simply broadcasting meetings isn't a very effective way of sharing information and building momentum as far as advocacy goes. I think we need some bold ideas from the Turst and some matching programs. More ways to share what each of the Island Trust communities are doing in terms of climate change. This is critical. Agriculture is completely missed and it is one of the top solutions to reducing our carbon footprint. That and modernizing and electrifying the ferries.	Advocacy, Agriculture, Climate action
Add fire protection initiatives as it relates to climate change	Advocacy, Climate action

Some protection for the quickly vanishing bird population. A feral cat cull is long overdue. I reported several in my neighborhood and was told " if theycare a nuisance we will try to trap them , neuter them then re release them." Good lord. That is lettingcthe lion loose with the lamb. Preserve and Protect or move over and let someone else do your job.	Advocacy, Climate action, Governance, Conservation
Further to my comment above. I worry about fees being too prohibitive for young/low-income families. Given that I don't know the cost to the IT to process an application, I can't answer what would be the appropriate fee would be - full, +/- 50%. More info is required. I am also interested in climate actions, not just policies, data collection, stewardship education. Can the IT explore incentives to land owners for restoration, e.g. planting trees.	Advocacy, Climate action, Staff and Costs, Agriculture, Conservation
Enforcement of Sanctuary zones	Advocacy, Conservation
Strategy 5) What is the rationale for mapping ell grass and kelp beds if there is no capability to do anything about the evolution of said beds? Strategy 9) $50K for a freshwater regulation - really? Strategy 12) $30K Data set about climate change - there will be an on-going cost to maintain this data set, otherwise it is just a snap shot, which is not useful. But there is no $$ for that in the out years. Then the question is: what are you going to do with this data? Strategy 14) new web site - you had $115K for that in the 2019 budget. Is it ready? Strategy 22) $105K to " Amend the Policy Statement introductory and definitions sections" - wow. What could you do with a tenth of that?	Advocacy, Drinking Water, Staff and Costs, Governance
I'm terribly concerned about clear-cutting of private acreages. last year, new neighbours cut down every tree on their two acre parcel and it has caused my own dearly loved and protected forest to be damaged by windfall and sun-scorch. The pond below them has been filled with muddy run-off. I'm devastated but helpless.	Advocacy, Education
I would like to see the Trust place as attention on local issues as they do larger global issues.	Advocacy, Education
The province should be contributing more, as in the past because the Islands Trust was established to benefit all British Columbians. Advocacy is needed to achieve this.	Advocacy, Governance
I would like a single solution for all garbage, across the entire trust.	Advocacy, Governance

There should be a serious assessment of the results obtained for the taxes paid. The existing mandate for Island Trust in my opinion is not being well executed. Too much bureaucracy and too little fieldwork. Planning & advocacy is fine but we need our forests, water and shores protected for generations to come, and that is not happening under the current model. Sustainable, long term growth strategies that build natural connected ecosystems, protect our water resources from things like salt water intrusion and support community building (safe accessible pathways, parks and historical awareness) are boots-on-the ground activities, not more talk. Why do we subsidize other government agencies? I don't get it. Non-profits, yes, governments no.	Advocacy, Governance
It must do better at working with others as clearly stated in the Object. It appears to always be on its own. Develop round tables and other forms at the trust council level to solicit better cooperation with others.	Advocacy, Governance
I think tons should be removed from the budget. The trust should do good land planning (which it has done a great job of) to continue its role of preserving the unique and special aspect of the islands. I think that local environmental protection is in the role of the trust. But the trust's Role is not to be an advocacy organization for major environmental activism. That is a great thing to do. Re fight climate change etc But not appropriate role of the trust. We should instead focus on things at the local level. I also think the trust is negligent in their interpretation of the role of the islands trust. We need businesses and some well paid jobs and frankly a few restaurants and amenities do we have more full time residents, more families , a more diverse population. If you want to preserve the islands we have to preserve them and places people can also thrive. Spend some money on making sure all is us that pay your bills can afford them. That we have vibrant communities, that people can make a loving. We need things like good internet, decent businesses. And land use planning that actually allows for that. Putting more and more land into nature reserves (often with no community amenities) is not preserving the islands. The Trusts role is not to turn the islands into places no one can live save a few elderly millionaires.	Advocacy, Infrastructure, Economic Development, Governance
Ensure that the small amount for work to support sustainable affordable housing is retained or increased.. This is important.	Affordable housing
Affordable housing on Thetis Island is not realistic. There are no services here for low income households. Ferry travel required for everything, groceries, fuel etc. Not realistic to promote low income or seniors housing for Thetis Island.	Affordable housing
A designated Senior Planner designated to Affordable Housing at Trust Council level to help LTC planning projects go more smoothly and harmonize across the Trust area, as well as provide experienced management of relationships with BC housing and other government agencies	Affordable housing, Staff and Costs

Yes, let's have a planner that looks at not just affordable housing, but housing for all. A holistic approach, someone who can get into all the details AND all the issues and get something done! The environment - in these islands at least - is already pretty well protected. We need more young people here, and more rentals available for both no income and low income families!	Affordable housing, Staff and Costs
Do whatever you can to move towards climate-change action. Thank you!	Climate action
i want to stress that the Preserve and Protect mandate is more critical than ever with climate crisis and i wholly support the Trust's added focus on this.	Climate action
For a climate action budget, there should me more climate action. Kinda weak.	Climate action
I was forced to rank options in question 4. I would like my answers disregarded in the survey results. Another option should have been "none of the above" I would like to have the "climate change" funding removed from the budget.	Climate action
Stop this climate nonsense.	Climate action
There is NO CLIMATE EMERGENCY You guys have been smoking weed and going along with the other airheads	Climate action
Climate change	Climate action
Remove reference to climate change.	Climate action
Please add funds for groundwater studies for 2020 and beyond ($4000 will not cut it) - water/lack there of is where we see evidence of climate change on these islands. Water is the major barrier to affordable housing projects on Galiano. We have to be serious about climate and social justice and use them both as opportunities to make the change we need to support our beautiful environment and the people that live here.	Climate action, Affordable housing, Drinking Water
A commitment to reducing about 50% of emissions by 2030 in line with the IPCC.	Climate action, Conservation
Interesting that you don't ask for a comment to Question 9. I don't want our islands to become like Whistler, with no place for locals to live. I've organized beach clean ups for 5 years, and done salmon stream restoration for over 10 years. Our hope for a green future depends on the preserve and protect mandate, with climate change as our overall lens. Thank you for asking for our input.	Climate action, Conservation
Remove all climate change racket propaganda. Focus on environmental protection. Scrap RAR.	Climate action, Conservation
There needs to be more action taken given the climate emergency. Ecological restoration, ecological foot printing, terrestrial and marine protection, education, better transportation options, and many other approaches must be considered.	Climate action, Conservation, Education
Focus on sustainability	Climate action, Conservation, Education

Remove question 4 from this survey - none of it is worth it. You're a true waste of money in dealing with climate problems. Wake up to that. How about removing half the money and start over	Climate action, Conservation, Staff and Costs
Funding to promote local initiatives that will explore ways to reduce our collective climate impact. Funding to help homeowners convert from oil or propane heating.	Climate action, Education
I strongly oppose the two new permanent positions for le 'climate emergency'. I wouldn't have these at all, but in the spirit of compromise why not make these consulting positions to preserve some budget flexibility in future years?	Climate action, Staff and Costs
Fund a third party enforcement officer and see how this is different. No top down direction to leave the forest lots alone and go heavy on everyone else. Quality of life here is suffering as a result. Also groundwater funding needs to be reinstated as climate preparedness necessity. Many Wells are brackish and going Dry yet we have no data to make planning decisions on. That's absurd.	Climate action, Staff and Costs, Drinking Water
Focus money and effort to support dialogue and process for Lyackson and land owners on Valdes to preserve this amazing island. It is an environmental jewel and logging and quarry work needs to cease. There needs to be a focus on preserving natural habitat.	Conservation
no	Comment/Undetermined
Poor survey.	Comment/Undetermined
Remove everything that has no measurable impact.	Comment/Undetermined
I think your getting the message.	Comment/Undetermined
Allow development of the site gifted by a landowner to the organizers of the Nu To Yu thrift shop.	Comment/Undetermined
No. Thanks for all the Trust Council's work!	Comment/Undetermined
respect rural area and peaceful life style.	Comment/Undetermined
No	Comment/Undetermined
No	Comment/Undetermined
Previous Question, No, 9, could subsidize or partially subsidize application fee for non profit organizations on case by case basis	Comment/Undetermined
I am not well informed enough to rank and answer.	Comment/Undetermined
Question 9, should be 2 questions; one for the non profit and the other for governments. I only answer yes because i do not feel that non profits should have to pay.	Comment/Undetermined
All increases	Comment/Undetermined
Question 9 should be 2 questions, a) for other government agencies and b) non-profit/community, if it was your responses would be quite different. Some of the choices for this survey are written in a confusing, misleading, or bias manner	Comment/Undetermined
?	Comment/Undetermined
Complexity	Comment/Undetermined
No.	Comment/Undetermined

not sure	Comment/Undetermined
no comment	Comment/Undetermined
No	Comment/Undetermined
No	Comment/Undetermined
No	Comment/Undetermined
The meeting you held at the Fire Hall was excellent. To have a contractor who's willing, a community who loves them and wants them to continue, the situation could not be better or in a better position to succeed. If Mayne Island loses this service considering this situation....this IS on you. You have all sides willing. A contactor and a community. There is no excuse. Step in, and create a solution out of the box this time: Charge appropriate parcel tax amounts to subsidize our beloved contractors so they keep rates the same as possible, and can set up and carry on services. It's easy. This is a less expensive option overall long term the entire island can shoulder. This keeps illegal price undercutters away and supports the chosen service providers in place. Step up and do the right thing, please :) Create something new outside the box. Create a solution that has never been done before. Don't look to what was or the past and say it can't be done. With 2 willing sides if you cannot make this happen, it's on you and no one else. Create a new solution with your brilliant minds.	
Better open questionnaire. Ex: Though you ask for ranking, the why the ranking can be oppositely interpreted.	Comment/Undetermined
No	Comment/Undetermined
I do not know.	Comment/Undetermined
Not at this moment.	Comment/Undetermined
More funds for restoration of natural areas and invasive species control. More money for monitoring the health of our forests and other habitats.	Conservation
The IT area is probably the best place to conserve natural areas in south western BC. The Coastal Douglas Fir Bio-geo climatic zone is so endangered. Strengthening the ITC is a good thing to do.	Conservation
Continue to protect native landscapes, focusing on Garry Oak and related ecosystems.	Conservation
I would like to see small amounts of funding to local stewardship projects, which helps strategies (8, 9, 11, 15) of both engagement and marine and freshwater protection.	Conservation, Education
I heard that Trust Council decided to abandon the groundwater mapping project. Sad news.	Drinking Water

Add a study of rain water collection as a means for satisfying current development requirement to prove water source (so as to take pressure from drilled wells off aquifer system)	Drinking Water
Is Tr should be obligated to keep a fiscally responsible balanced budget that does not increase taxes or deplete their reserve. PLS NOTE: we could not answer honestly to #4 as it would not allow us to have the same 1# twice. The fresh water study is the only one we are in favour & feel the rest are a waste of tax payer's money & should be all 8. Please adjust my survey to reflect this comment.	Drinking Water
Water hydrologist on denman	Drinking Water
more groundwater focused studies.	Drinking Water
Re the SSIWPA requisition I question the need for leaving it the same this year, if it is to expand the scope of what it was requisitioned for initially. At the same time, though, I commend SSIWPA for not spending what was requisitioned previously... unlike many government agencies who find things to spend the full amount on towards fiscal year end, in order to keep the same amount budgetted for the following year.	Drinking Water
I do not think SSIWPA needs the $98,500 amount requested for 2020/21 since it has almost $80,000 in unspent funds from the years 2016-2020. If SSIWPA's originating bylaw needs to be changed to enable it to spend money on projects rather than just coordination, there should be a public process before any change is made. As well, just spending the excess funds on another project the LTC deems worthwhile should not be allowed to occur.	Drinking Water
1) Add better coverage of Islands Trust activities via web (Facebook live, etc). 2) Add economic development of region as a top priority. Job creation via business incubation.	Economic Development, Live Streaming
To continue to truly protect the ecosystems for ALL people to enjoy . Close the loop hole on Short term vacation Rentals . Create a pamphlet for new comers that appropriately describes the conservation of water , and protection of fresh water , air , and forest ecosystems . I'd we want to protect the environment, we have to start at home .	Education
Asking a question like: where should the mapping of eelgrass be on the priority list, without providing the necessary background info to the question, is irresponsible. People don't necessarily know how important eelgrass is and how much development affects it. (I did some research after seeing the question and assuming it was an 'issue' like invasive broom or something).	Education
Open-ended surveys allow people to have their say, but they are not a substitute for an assessment of needs and priorities by people with more information and experience than I have. When we are asked whether we think there should be increased funding of the IT mission, I would like to hear more about why it might be thought necessary.	Education

No. I do believe that climate related issues for the island are best addressed by processes and methods of conservation and reuse and recycling. Protests accomplish very little. Seminars would be better suited to helping people understand how to improve on our environmental impact.	Education
Your question on climate change activities is structured so as not to allow one to reject all of the options as being outside your mandate. The subject is handled by senior government and well done as such. You are wasting money of duplicating their efforts. If the planet is to be saved by yet another eel grass survey the DFO should do it! You should remove any funds directed to activities not in line with your core mandate as a municipality. You should be honest with taxpayers and state the true increase in your budget - not the fudged one that hides in a top up from reserves. This is fake accounting.	Governance
Fees should be based on the user pay principle to recover costs. i hope this slows down development.	Governance
Who gets to vote on this increase? Any increases to the tax payer should be decided via referendum at the time we vote for our elected representatives.	Governance
Do not fund initiatives that are the responsibility of others levels of government	Governance
Leave us alone. No one bother us. We have 20 acres and nothing has changed	Governance
Disband the trust	Governance
climate change agendas are already funded at higher levels of government and privately. The Trust shouldn't duplicate what's already been done.	Governance
No more new bylaws until the ones we have are followed. Why have laws that are not followed through and are ignored by far too many.	Governance
Arrange an independent review, not an in house review.	Governance
I would like to see the islands trusts offices on Vancouver Island relocated to somewhere the islands trust actually covers. right now the situation is akin to having the BC legislature sit in Edmonton.	Governance
Put more spending focus on immediate local issues, look after the few people you actually represent. Leave the lofty global concerns and issues to higher levels government that have the resources and can actually do something about it.	Governance
I'm hopeful for a day when a conservative government chooses to merge the Islands Trust back into provincial and regional governments. The notion that one geographical area is "more special" than others is worst implementation of nimby-ism imaginable. I'd really rather see technological solutions to the old stand-by arguments of water and waste management than ridiculous bylaws and zoning restrictions. Ultimately, I'd be happy if the entire Islands Trust was defunded	Governance

Fund a study to give Bowen a bang for its buck by looking at innovative Trust preserve and protect missions, that would use our unneeded planning money. Brainstorm,,, a program accessible for the Lower Mainland, a summer Center in our Cove, to study our marine environment, intertidal, lagoon, perhaps First Nations contact.	Governance
Stop taking money from Bowen island. You provide Bowen island with nothing of value and take huge amounts of money from us .	Governance
ADD..... Far more person to person community involvement for any change that can affect the Individual property Owners on all of the Islands with regards to the Budgets for each Island. Be more open in your communicating with us and have 1 general meeting once per year for each Island which would be held in a place acceptable to the Owners on that Island. This would reduce the number of meetings you have annually, allow we owners to discuss other concerns on other important topics all at the same time thereby reducing costs	Governance
More funding to bylaw enforcement. It makes no sense to spend huge amounts of effort to pass bylaws that end up being voluntary to comply with.	Governance
Where is the budget? It's not here. O.k! I just looked back at the page and there are many steps to get to it. I would highly increase the provinces rate! Only $150,000 a year! What?! That doesn't seem right. I would also increase fees and sales (increase permits fees now! Why didn't you do this over the year? This question was in last years survey.)	Governance
Yes remove all taxes . Remove the Islands trust.	Governance
Cease and desist. You provide no benefit to me in spite of your lofty goals of protecting the islands you are a hindrance, an encumbrance. We islanders have a far better assessment of our needs than you can ever hope to possess. An extra layer of government serves nothing but to line your pockets and empty mine.	Governance
More of the same please.	Governance
more money for First Nations reconciliation. Not enough funding for Indigenous relationship building and environmental protection!	Governance
Remove Bowen from the trust	Governance
Discontinue review of the policy statement! I fear the 'review' would relax stringency to preserve and protect the environment. I do not agree Islands Trust should address affordable housing. I think property owners express their resistance to tax increases by asking the Trust to relieve housing pressures. It's a global problem. The Object is local	Governance, Affordable housing
I would answer #9 as yes on a case by case well publicized review of community need and support. I hear things like aren't we lucky such and such low cost housing is going up here or there and I wonder -"who thought that one up - when was the need established etc	Governance, Affordable housing, Staff and Costs

Update the aerial mapping more frequently and use it better for dev permit applications and to find bylaw infractions (tree cutting, etc). That will save money in the long run (can also be used by CRD to better reflect property values) and also help the environmental goals of gathering baselines.	Governance, Climate action, Staff and Costs
More money and resources after declaring a Climate Change Emergency . If not it is just lip service with no action.	Governance, Climate action, Staff and Costs
I'm concerned about the high amount allocated to the revamped website and "social media program." It seems like more emphasis is going to be placed on marketing the Islands Trust, rather than investing in real work and real substantive efforts. What's wrong with the current website? It delivers substantive information. Why do we need to spend $115,000 on social media? I was concerned there was no money set aside for mapping and developing water budgets for groundwater aquifers.	Governance, Drinking Water
Due consideration for the budget for freshwater related studies and staffing should be clearly identified. Not "just" coordination	Governance, Drinking Water
Economic development (also described as community economic development) should not overtake the Trust's mandate of preserve and protect. The Capital Regional District should be the partner-in-action for these initiatives. Trustees are not municipal politicians.	Governance, Economic Development
I think the budget needs to be more transparent about the fee increases presented here. Were it not for an overly built up surplus this budget most definitely would require a tax increase.	Governance, Education
Not sure if this is included elsewhere but communication systems for emergency management would be great.	Governance, Education
Seems that the growth in island Trust staffing is huge and restrictions seem to be growing. It Seems out Of sync. I would like to see less overlap Of government bodies in our gulf Islands	Governance, Staff and Costs
The Trust needs to look at what they are doing refusing to allow business because one or two wealthy people don't want the much need business is so wrong Don't bow down to wealthy outspoken people listen to the silent majority	Governance, Staff and Costs
I'd like to see a Core Review of the Islands Trust and I'd like to see your budget reduced. The budget has ballooned over the past decade with added 'vanity' projects and duplication of efforts.	Governance, Staff and Costs
The Island Trust needs to become more efficient	Governance, Staff and Costs
Remove costs that are duplicating work of NGO's i.e. climate change education, secretariat, public education - focus on basics to support planning, improve productivity in order to increase efficiencies and reduce costs of Trust Council. No mention of bylaw enforcement - add costs to improve property owners compliance with existing rules and improve public satisfaction with Islands Trust.	Governance, Staff and Costs

More money should be directed to professional consultants who can finish scopes of work for planning projects efficiently and effectively. Currently, my LTC driven projects are poorly scoped and executed by junior level staff without much exposure to best practices. We need to bring in best practices and better project management skills by taping into a larger professional pool.	Governance, Staff and Costs
Island Trust and the jobs should be for islanders.	Governance, Staff and Costs
Sustainable infrastructure.....bike lanes...passenger only ferries....help lobby and fund these	Infrastructure
What about looking at land or water that can be had to improve ferry traffic on Gabriola. Other islands are serve so much better.	Infrastructure
We must deal with all the traffic now not later when it will get even more congested. Decrease parking spaces and charge for pkg to bring in revenue. Support alternative modes of transportation. Minimize number of pkg spaces required in developments.	Infrastructure
electric bus service	Infrastructure
Do what you have to do to reduce auto dependency in the Gulf Islands. . . find a way to improve cycling infrastructure, only permit development in villages that are walkable, ensure good connections to ferry terminals, etc.	Infrastructure
Add funding provisions for helping elder island residents age in place. (Writing as a 34 year old, not an elder, myself.)	Infrastructure
A Focus on off the grid living and how that can become legal and how its good for the environment	Infrastructure
Residents need help with emergency and fire preparedness. This should be reflected in the proposed budget in a way that is appropriate for Islands Trust to be involved.	Infrastructure
Fund electrification of your vehicle fleet and retrofit your buildings to a higher LEED standard.	Infrastructure
Less is more. The Trust destroyed our garbage service, leave islanders alone.	Infrastructure
Funds collected for services (e.g., garbage collection) need to be used for stated purpose.	Infrastructure
Flood protection through better ditching	Infrastructure
Revenue neutral funding tools that reward green development over non-green, and development that supports village development over greenfield. Find a way to reward developers and property owners for protecting trees.	Infrastructure
The trust should not support other govt agency applications but provide some support for not for profit orgs which develop social and affordable housing projects	Infrastructure, Affordable housing

Ensure when reviewing applications such as affordable housing etc. That there is appropriate infrastructure in place such as water, sewer, community hub, social agencies and programs to assist new residents for these increases as well as Roads servicing and upgrades where required and commuter transits to assist in mobility	Infrastructure, Affordable housing
Help increase local residents' housing rental opportunities. Business is stagnating due to lack of workers. Be more present in green footprint business development support. Assist with universal high speed Internet	Infrastructure, Affordable housing, Economic Development
Without affordable housing, the islands will not be able to attract tourism, young families, and businesses to keep the communities alive. Who will care for the elderly when the communities made up of mostly seniors? What a shame that the Island Trust cannot get things done that really matter. Why do you have such little say in our water highways, protecting our sea life, especially our resident orcas who are not even mentioned here. Why is there no affordable housing for our work force? You do not need a study to see that small communities are suffering because seasonal work does not sustain a working family.	Infrastructure, Affordable housing, Economic Development, Conservation
Scrap this climate change nonsense. Whether the weather is changing or not, what is done here is not going to change a thing. It's just a trendy topic. Access to essential services and disaster preparedness should be at the forefront of your concerns.	Infrastructure, Climate action
research on possible inter-island transportation development options with the trust area that have much lower climate impacts (eg non-fossil-fuel options)	Infrastructure, Climate action
It would be nice if we could get funding for new internet service upgrades to homes/ With money for upgraded internet on the islands, less people need to commute or own cars, a younger generation can thrive here with better internet and have a more successful/educated community as a whole. The current internet services available on Denman and Hornby Island is worse than many remote places on the planet, this really keeps our islands growing in the direction of "vacation homes" rather than towards a working class community. Personally, I want to be able to live here and see kids grow up here, I don't want it to turn into a island of empty homes. Thank you.	Infrastructure, Economic Development
Question 9 - only for things that increase local ownership or benefit existing residents and do not encourage higher density - just, cluster density so more land remains public and in its natural state	Infrastructure, Governance
I do not support the Island Trust bureaucracy. I would prefer to see our tax money put into water systems, sewage systems, etc. and not into "policy".	Infrastructure, Governance
Develop separated bike lanes as an urgent priority. Benefits include fewer cars on the road, improved health, and reduced GHG emissions. Fund or partly fund year-round, daily bus service. Increase trustee pay. Most trustees need to have other jobs. If pay is not substantially increased, only the wealthy will do this important work.	Infrastructure, Governance, Staff and Costs

keep up the live stream of meetings	Live Streaming
The Trust administration has expanded beyond what is reasonable. Staffing needs to drawn back and processes simplified and streamlined.	Staff and Costs
Reduction of general fund expenditures by 10%	Staff and Costs
The trust needs to cut down their costs for processing applications. There is way too much bureaucracy and too little return.	Staff and Costs
No Pay increases for staff and trustees. If they truly believe and are committed to what they are doing they should do it on a voluntary basis.	Staff and Costs
Reduce spending across theBoard.	Staff and Costs
The budget for 14 new website and initiate a social media program for 115000 is high, and could be accomplished for much less.	Staff and Costs
Eliminate development permits and reduce staff. Let CRD handle it.	Staff and Costs
Please put funds into increasing Planning staff to help process applications in a timely manner, the staff is excellent and overworked!	Staff and Costs
Is there any way to make the development applications process more efficient to reduce $2.2 million price tag?	Staff and Costs
Remove proposed new website costs	Staff and Costs
Remove anything not related to land use planning	Staff and Costs
the money I Trust can waste, as public employees you are eating your endless cake. question 4 is a cheat how do you rank 8 bad things	Staff and Costs
Please remove the following: - 2.0% wage increase for all union staff per the British Columbia Government Employees Union (BCGEU) Collective Agreement and a $62,000 increase to the staff overtime budget to reflect changes in the Collective Agreement -3% increase in total expenditures -1.5% projected tax increase overall for the Islands Trust Area (other than Bowen Island Municipality) -an estimated wage increase that could be up to 3.75% for excluded staff per the Public Service Agency Management Classification and Compensation Framework Rules -2.0% increase to trustee base remuneration Please lower under expenses : -Salaries and Benefits -Meeting Expense -Elections and By-elections -Travel	Staff and Costs
Question # 9 needs a comment or an option that says SOMETIMES. I would like to see the fee waived for truly green proposals, not necessarily for housing proposals.	Staff and Costs

Regarding Question 9, the survey ought to have included the third answer of "maybe" and included an explanation box. As for this question, where do I start? Just begin by creating a new policy that requires staff to ask if a potential cost can be avoided or reduced. Find the most frugal employee or Trustee and ask for their opinion on where to cut spending.	Staff and Costs
Efforts to Reduce need for overtime hours. Trust Meetings should be during evening hours so all working Islanders can attend them. Trust staffing hours for these meetings need to be adjusted accordingly so that these hours are not “overtime hours” . More emphasis also needs to be placed on Trust staff being resident within respective islands of their employment in order to reduce their travel time and further reduce overtime hours.	Staff and Costs
Reduce bloated staff.	Staff and Costs
I don’t understand why excluded staff get a bigger percentage raise than union members. % raises are inherently unfair as the higher your salary the bigger the amount in $ you receive. Also you should look at your overtime costs	Staff and Costs
Don’t need fresh water specialist. Use existing government policies and new regs.	Staff and Costs, Drinking Water

Salt Spring Island Special Property Tax Levy

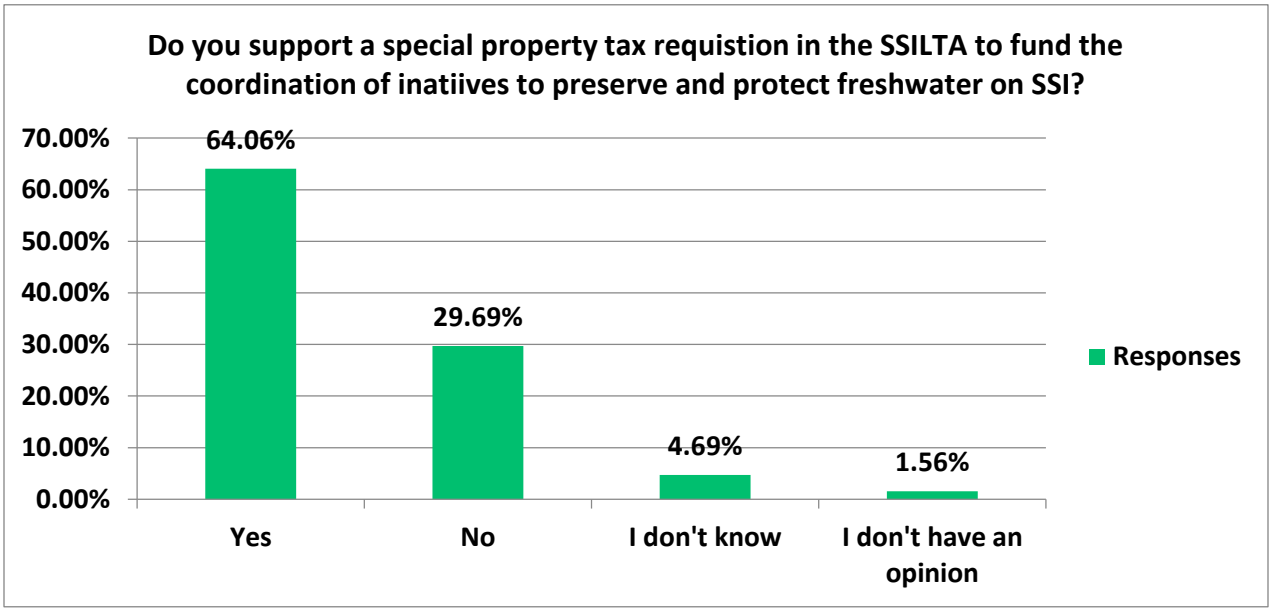
A special property tax levy is a mechanism by which Islands Trust funds a special initiative taking place in a single local trust area through a tax levied on property owners only in that local trust area.

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

Note: The following two questions (Question 11 and Question 12) were only provided to participants who chose Salt Spring Island Local Trust Area as the island they were most connected with.

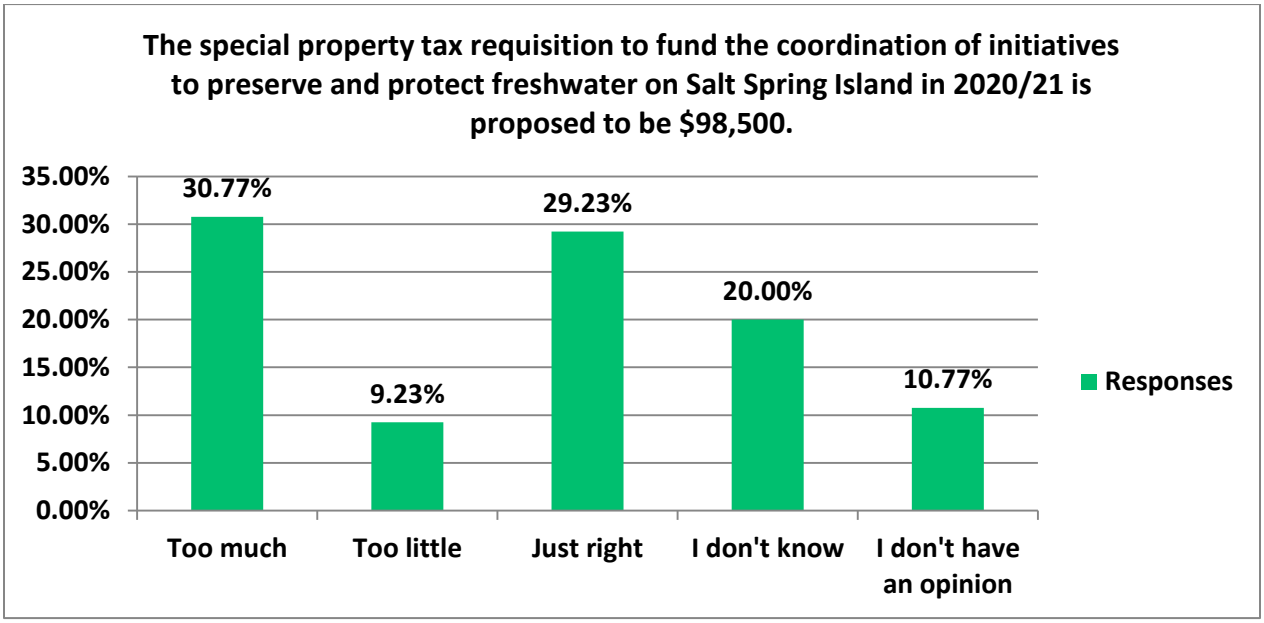
Question 11

- 64 out of 102 (60%) who participated in the survey from Salt Spring Island Local Trust Area completed question 11



Question 12

- 65 out of 102 (63.7%) who participated in the survey from Salt Spring Island Local Tust Area completed question 12

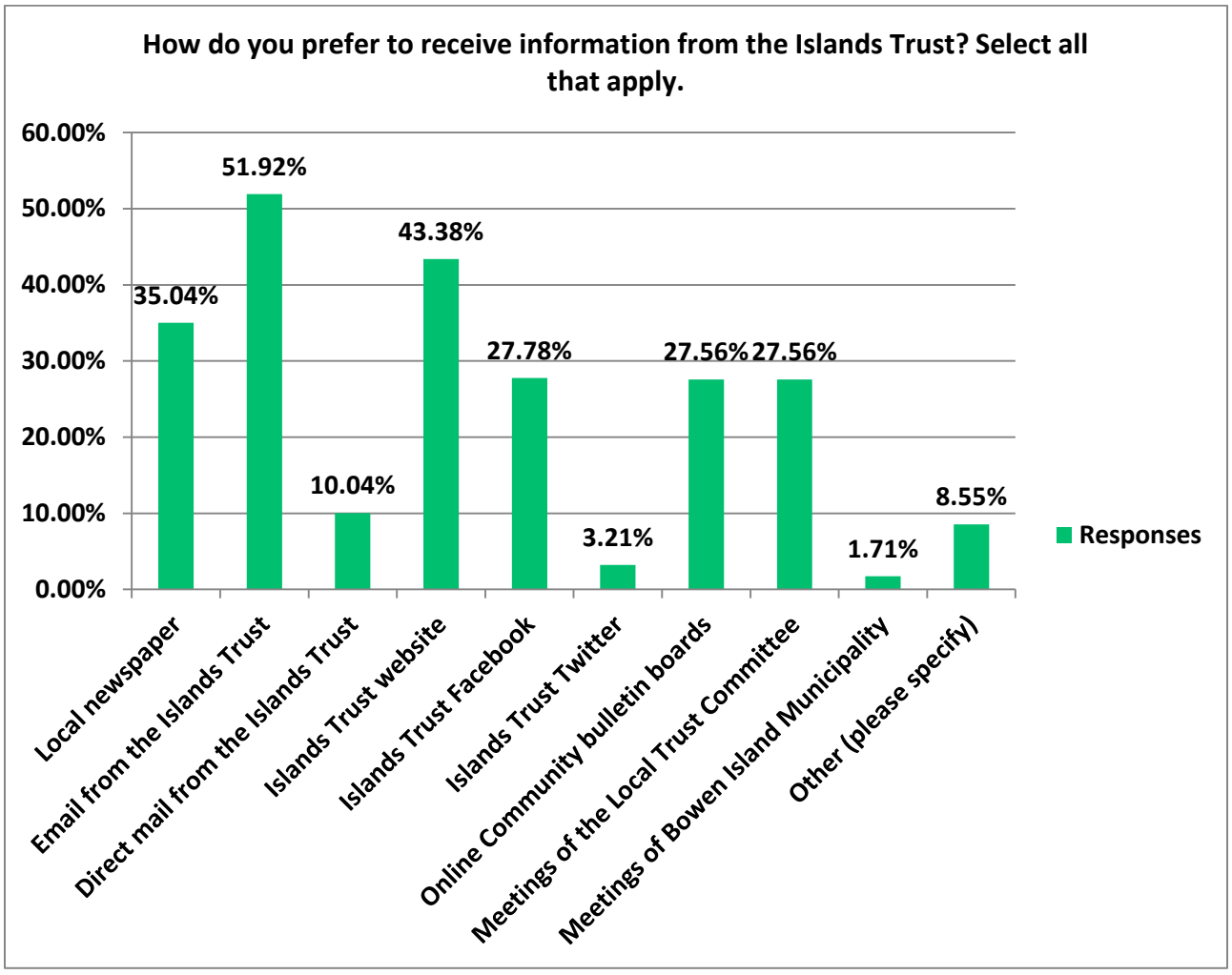


Tell Us More

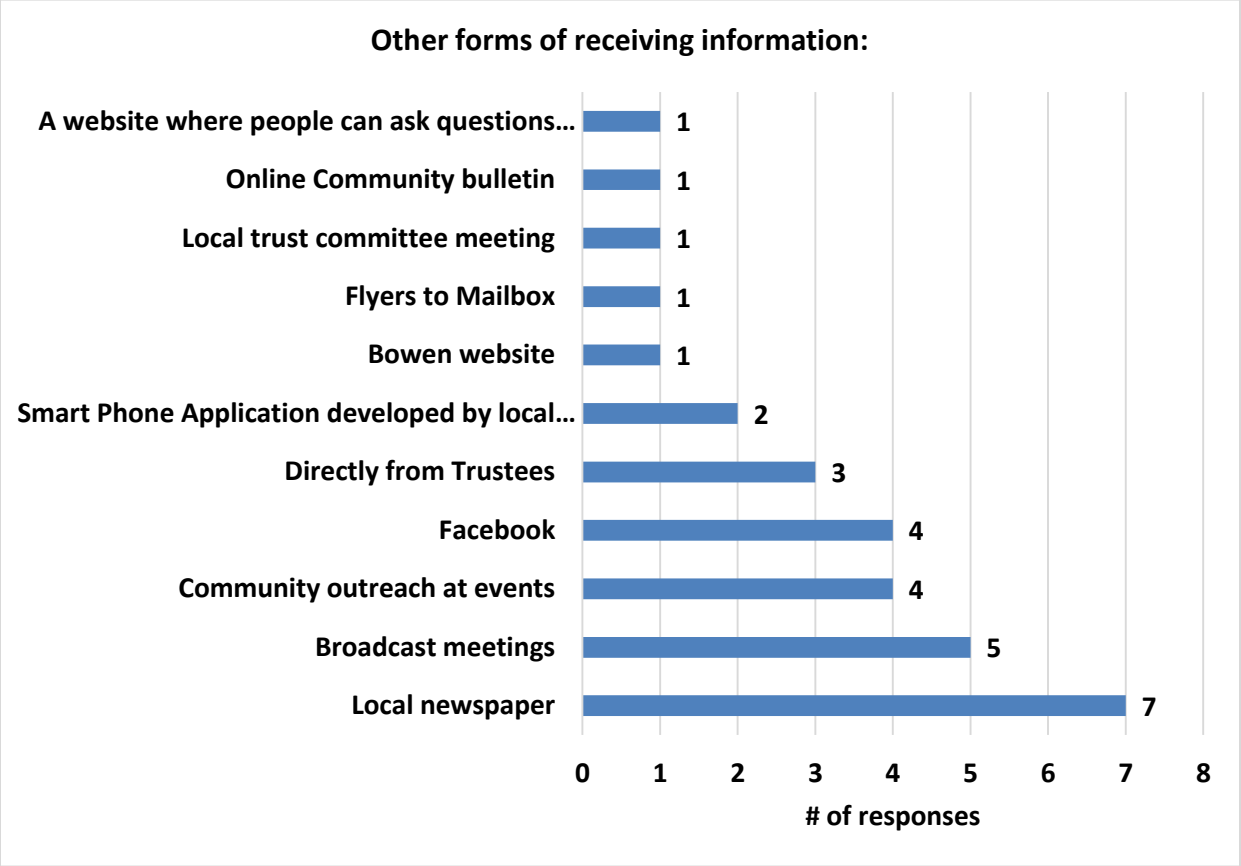
There are so many ways to communicate and we want to know what works best for you.

Question 13

- 468 out of 745 (62%) who participated in the survey completed question 13



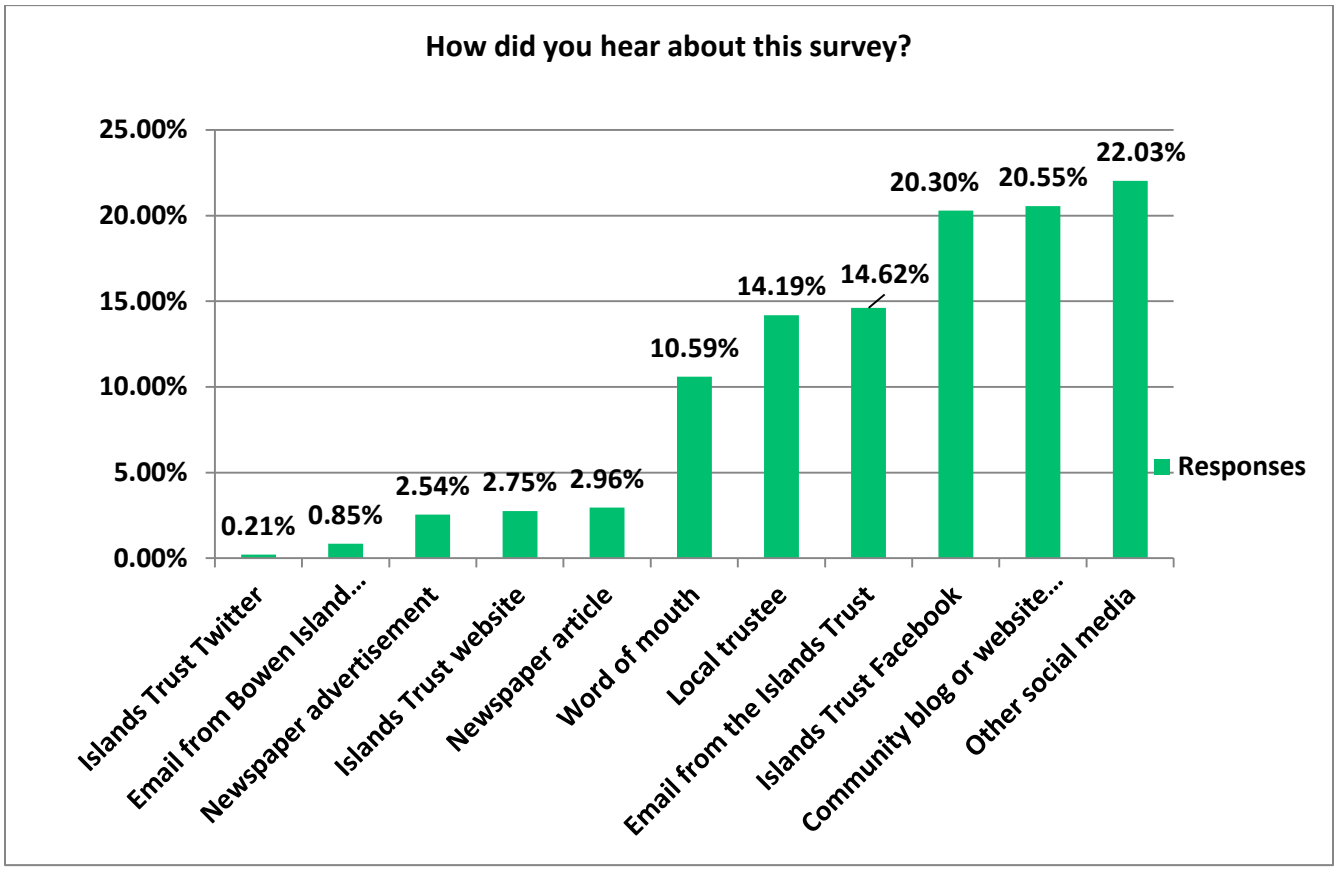
Participants were asked if there were any other forms of communication they would prefer. The following graph describes the other forms:



Question 14

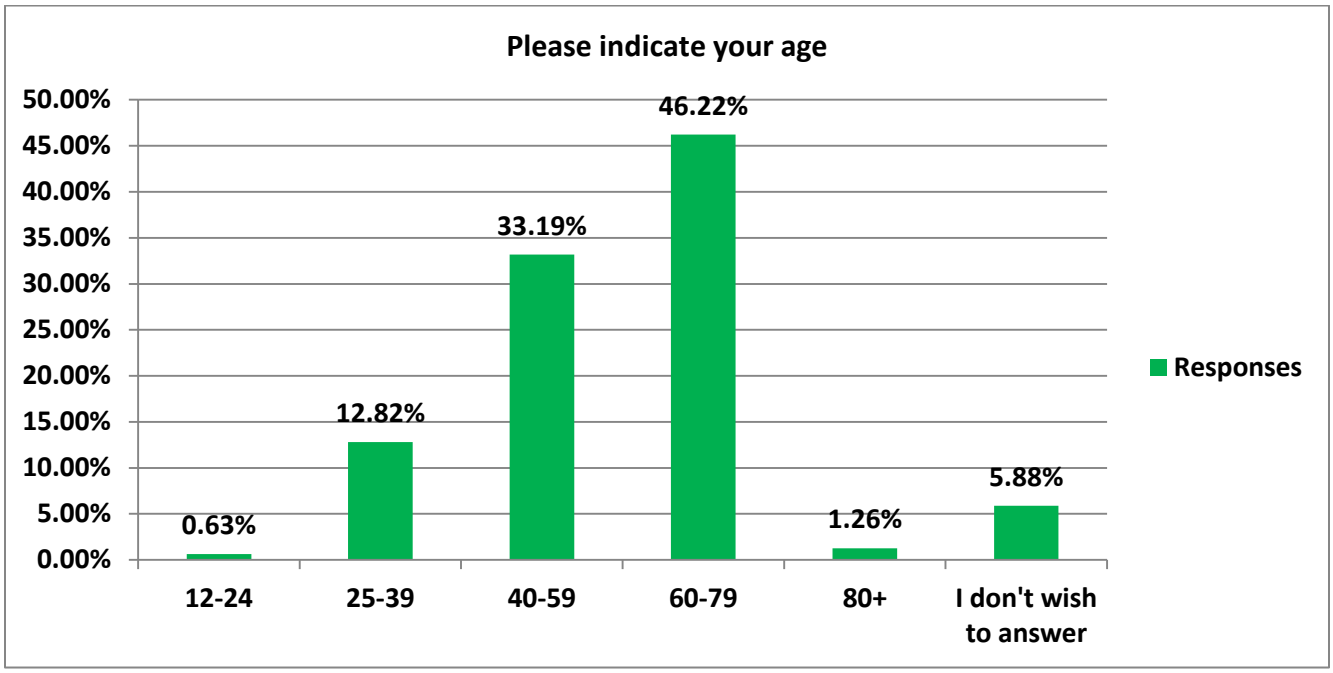
- 472 out of 745 (63%) who participated in the survey completed question 14

In the following graph, the percentage does not add up to 100% because respondents could choose more than one answer.



Question 15

- 476 out of 745 (63.8%) who participated in the survey completed question 15



Thank you for taking the Budget 2020/21 Survey. Getting input from the people we serve helps us make decisions and understand different view points. Your contribution to the budget process is greatly appreciated!

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

You can connect with our Conservancy at: http://www.islandstrustconservancy.ca/contact-us.aspx

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

If it's Conservancy news and information you want, go to: http://www.islandstrustconservancy.ca/subscription/

Islands Trust 2020-2021 Budget Proposal

Comments Received from the Public to Midnight February 9, 2020

For distribution to Financial Planning Committee (February 19, 2020 meeting) and Trust Council (March 10, 2020 meeting)

Six comments were received by email and 745 surveys taken. There were no handwritten comments received. All personal information (eg. address, email address, phone number) has been removed from the attached. Where the commenter's island was known, it was added. Capitalization and spelling have been retained as received.

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1. **From:** Colleen Doty [redacted]
   Sent: Monday, February 3, 2020 11:21 PM
   To: Peter Luckham <pluckham@islandstrust.bc.ca>; Clare Frater <cfrater@islandstrust.bc.ca>; Dan Rogers <drogers@islandstrust.bc.ca>
   Cc: Tahirih Rockafella <trockafella@islandstrust.bc.ca>; Jane Wolverton <jwolverton@islandstrust.bc.ca>; [redacted]
   Subject: Feedback on Budget 2020/21

Dear Chair Luckham, Director Frater, and Chair Rogers, (with copy to Local Trustees)

I respectfully submit my comments on the budget review.

I was dismayed to see that in the 2020 Strategic Plan projects, the largest chunk of funding, $115,000, has been allocated to develop a new website and initiate a social media program (Table: Gross Budget & Schedule of Implementation, page 13, point #14). Meanwhile, no funds were set aside for any year within 2018-2022 for mapping and developing water budgets for groundwater aquifers. A mere $4000 has been allocated to develop a regional freshwater management framework.

I'd like to better understand these allocations. First of all, what is wrong with the current Islands Trust website? I reference the website on a regular basis (3-4 times a month), and rely on it for research. I find the website content-rich, navigable, logical, accurate, and I'm usually able to get the information I need. It is the only place I and anyone who wants substance, goes to. Why does the website need replacing? I note that there is no reference to a new website or social media program on the Islands Trust webpage accessed at: http://www.islandstrust.bc.ca/trust-council/budget/budget-202021-details/, and I am curious as to why this large chunk of proposed allocation ($115,000) isn't identified in any of the budget overview details elsewhere, except in the Strategic Plan Projects overview.

What also concerns me about the Strategic Plan Projects budget is the absence and lack of funds allocated to better understanding the science behind groundwater. This lack of funding for groundwater analysis, I feel strongly, is linked to social justice issues. In a climate change emergency, it is the lack of groundwater (among other climate change impacts) that will hurt Gulf Island residents (always the ones who can least afford it)– not the presence or absence of a flashy website or the number of Facebook likes (if this is what is indeed intended by "social media program"). I support the Islands Trust investing money into better understanding the science of groundwater so Trustees can make the best possible land-use decisions for our communities.

Another way that funding decisions have social justice implications, pertains to affordable housing. On Galiano, affordable housing projects have had to overcome strong objections from neighbours claiming concerns with regard to groundwater. Fear-based concerns related to groundwater and aquifer capacity have the ability to stall or halt projects that are run by cash-strapped volunteer societies and non-profit organizations that rely on

donations and government funds. If we had a better understanding of groundwater, communities could be better equipped to address concerns in a meaningful way based on scientific evidence.

I value and support the work of our Freshwater Specialist William Shulba. We need this expertise to be a continued presence within the Islands Trust.

I'm fairly certain that having a "better" website and a Facebook/Twitter presence will not provide a salve to those in need of secure and stable housing, or to those whose wells run dry. It seems that a decision to assign a hefty portion of the Strategic Plan Projects budget to a new website and social media presence is one based on privilege and comfort. Perhaps I'm wrong, but it smacks of a rebranding campaign.

I am obviously ignorant of the shortcomings of the current website; however, I favour accepting "a good enough website" in light of the climate change emergency.

I urge you to re-focus limited resources on the science that will inform solid land-use planning and decision-making.

Yours truly,

Colleen Doty
Galiano Island

2. **From**: Pat Sachse [redacted]
   Sent: Monday, February 3, 2020 4:32 PM
   To: Julia Mobbs <jmobbs@islandstrust.bc.ca>
   Subject: SSIWPA

Attention SSI Trust Committee:

I have been reading about the request by SSIWPA for additional funding for unnamed projects. I have to say I agree with Peter Grove and also support topping the reserves but not adding a tax requisition for the additional proposed amount. It is important to be fiscally responsible and spend $ received for the year, not place these in reserve and then continue to ask more of SSI residents, many of us are on fixed incomes.

I am all for water sustainability, and do my part to ensure I collect rainwater for my garden and outside washings, conserve water in the dry summer months by not washing my car and pressure washing, and have assisted in mapping the ground water on the island. Yes we are an island and with Climate changes we need to look at ways to reduce intake.

If the Island Trust wants to support rules on greater water restrictions during summer months, consider use amounts by residents on St Mary's lake and support infrastructure for water to the Fernwood area, I believe the additional tax money will be better spent.

Thank you for your time.

Pat Sachse
SSI resident

3. **From:** Bill G [redacted]
   Sent: Thursday, February 6, 2020 3:22 PM
   To: Budget <budget@islandstrust.bc.ca>
   Cc: Sue Ellen Fast <sfast@islandstrust.bc.ca>; Michael Kaile <mkaile@islandstrust.bc.ca>; mayorandcouncil@bimbc.ca
   Subject: Comments - Draft 2020/21 Island Trust Budget

Chair and Trustees, Islands Trust:

Dear Sirs/Mesdames:

Thank you for the opportunity to review and provide comments. I appreciate the quality and readability of the budget presentation material
I applaud the reasonable increase of 3% in total expenses over 2019/20 and the proposed 2.7% increase to the Bowen Island Municipality Tax levy for Islands Trust work. The accomplishments provided over the past 45 years by Islands Trust staff and Trustees has contributed greatly to quality of life and natural heritage protection and preservation on Bowen and across the Gulf Islands. Specifically the provision of sensitive ecosystems, eelgrass habitat and forage fish spawning habitat mapping provided to Bowen helps with local land and aquatic based planning discussions. As well, Islands Trust Conservancy in protecting and managing three Nature Reserves and two Conservation Covenant Areas on Bowen Island demonstrates the multiple values of long-term habitat preservation. Bowen is reaching 15% of its land base converted to human-based activities; the work of the Islands Trust including the science-based Regional Conservation Plan helps to preserve and protect a high quality of life for residents and the many natural species that we share this island and the Salish Sea watershed with.

Thank you again for the opportunity to provide comment. Please keep up the good work!

Yours truly,

William B. Granger
[redacted]
Bowen Island[redacted]

I was appreciated the informative Sea-Level Rise workshop on Bowen hosted by Islands Trust in March 2019.

4. **From:** Mairead Boland [redacted]
   Sent: Sunday, February 9, 2020 1:23 PM
   To: Budget <budget@islandstrust.bc.ca>
   Subject: Budget Feedback 20/21

To whom it may concern,

(Please feel free to publish this letter.)

You ask for comments on 2.14% of the budget. - i.e. rank the climate change initiatives. Even then you do not allow an option "none of the above". This is a very poorly designed survey - no opportunity for dissent allowed.

- Will you adjust that 2.14% portion of the budget in response to feedback?

Why are we not asked for input on the bulk of the budget i.e the remaining $8 million ?.

The IT expenditure increases by more than you indicate because you draw on the surplus funds to disguise the true increase.

- When will you live within the constraint of the actual tax collected?
- Do you ever plan to reduce expenditure and therefore property tax?

Your work scope overlaps with that of the CRD yet you resist any attempt to review scope to look for opportunities to reduce expenditure.

While the IT might have been necessary at one time, the work of the IT is now, in the main, taken care of by CRD.

A full review and comparison between the IT and CRD would allow overlap and gaps to be identified. This should result in a significant reduction in costs to the taxpayer.

Yours sincerely,

Mairead Boland

5. **From:** [redacted]
   Sent: Sunday, February 9, 2020 10:57 PM
   To: Budget <budget@islandstrust.bc.ca>
   Subject: Re: Islands Trust Budget 2020/21 Contribution

(text below sent as attachment)

Islands Trust Budget Committee:

I am writing to contribute a few comments regarding the proposed 2020/21 Islands Trust Budget as part of the public consultation process. I think that the stated focus on addressing climate change is important and my comments are directed to climate change reduction and adaptation.

I read through the list of eight proposed strategic climate action projects on the Budget 2020/21 Details webpage. The climate change focused stewardship education program appears to me as the most important initiative among them and would presumably include sustainable management of natural ecosystems such as island forests and the surrounding marine environment with the main goals of keeping them healthy and productive.

The main type of initiative that appears to me to be missing from the list is that of encouraging green house gas emissions reductions, for which I would emphasize the following three measures as being the most important for reducing individual green house gas emissions contributions.

1) People re-organizing their work/living situations to largely eliminate the need for longer distance transportation. This appears to mean localizing most of people's needs within relatively small areas to reduce much of the need for longer distance transportation. Localizing production of goods and services to within the same relatively small areas would appear to logically follow. (I am working on this). For example, initiating food self-sufficiency programs including reviving historical farming operations on the islands of our area of the Georgia Basin.

2) Where longer distance transportation is required: people switching to electric vehicles. (If I am still using a vehicle I plan to be working on this in the next few years). For example, municipal fleets of gasoline/diesel vehicles replaced with electric ones.

3) People transitioning their purchases to goods and services that are sustainable and that are consistent with a low carbon economy. I think that this would include reducing the transportation distances involved in providing most goods, for example, to the benefit of local production and consumption and therefore local economic sustainability and strength. (I am working on this). For example, locally produced building materials, locally produced household goods such as ceramic kitchenware, and locally produced clothing/textile/leather goods.

Matthew Topham[redacted] Bowen Island

6. **From:** David Swanson [redacted]
   Sent: Monday, February 10, 2020 4:36 PM
   To: Budget <budget@islandstrust.bc.ca>
   Cc: bcauditor@bcauditor.com
   Subject: Islands Trust Budget comments

I have two general comments about the Islands Trust draft budget.

1. My calculations suggest a budget increase of just under 5%.

2. Most of the growth in recent years can be attributed to increased staffing. To understand both the general efficiencies of the Trust and to evaluate the impacts of increased staffing, I ask that you request the office of the Auditor General to undertake a performance audit as soon as possible. I don't believe this has been done, or else it hasn't been done recently. As I'm sure you know, a performance audit requires fewer staff hours than does a financial audit, and it can be an important resource for members of the public wishing to evaluate how effective your staffing growth has been at meeting the Trust's mandate. Evaluations of program effectiveness are probably the most important, yet least prioritized, management tools available to large organization.

David Swanson
[redacted]
Gabriola [redacted]

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 12, 2020
From:	Financial Planning Committee	**Date Prepared:**	February 6, 2020
SUBJECT:	**FINANCIAL PLAN BYLAW, 2020/21**		

RECOMMENDATION:

1. That Islands Trust Council Bylaw 178, cited as the "Financial Plan Bylaw, 2020/21" be Read a First Time.
2. That Islands Trust Council Bylaw 178, cited as the "Financial Plan Bylaw, 2020/21" be Read a Second Time.
3. That Islands Trust Council Bylaw 178, cited as the "Financial Plan Bylaw, 2020/21" be Read a Third Time.
4. That Islands Trust Council Bylaw 178, cited as the "Financial Plan Bylaw, 2020/21" be forwarded to the Minister of Municipal Affairs and Housing for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The Islands Trust Financial Plan for 2020/21 must be adopted by Bylaw prior to implementation.

1 PURPOSE:

The Financial Plan Bylaw is the formal document approving the budget for the 2020/21 fiscal year. After three readings, if approved, the bylaw is forwarded to the Minister of Municipal Affairs and Housing for approval, and the property tax levy request is forwarded to the Provincial Surveyor of Taxes. Bowen Island Municipality is notified of the tax collection required on behalf of Islands Trust. Approval of the Financial Plan Bylaw is required prior to its implementation.

2 BACKGROUND:

The Financial Plan Bylaw focuses on the current fiscal year budget, but also includes projections for the following four fiscal years. The worksheet used to create the projections appears at the end of this Request for Decision (RFD). The assumptions and/or processes used for the line items in the four year projection are as follows:

Consumer Price Index (CPI)	Victoria CPI figures came in at 3.1% for 2019. This is higher than what has been seen in more recent years. CPI has been reflected at 3.1% for the 2020/21 fiscal year and at the possibly-more stable rate of 2.0% for the 5-year financial plan.
Fees and Sales	CPI has been incorporated into fees and sales revenue in accordance with the CPI rationale above. It is expected LTCs may move to adopt recommendation from LPC which may include standard fee increases for inflation on an annual basis.
Provincial Grant	A budget of $180,000 has been included as in past years. This

	funding level has been maintained for the five-year period.
Non-market Growth	An annual 1.0% non-market growth rate is anticipated for the trust area as a whole, excluding BIM. Non-market growth is experienced when properties under development are completed and their assessed values are added to the assessment pool. It is expected that these increases will closely line up with the impact of inflation on expense projections.
Property Tax Changes	It is anticipated that property tax increases will range from 0.8% to 2.5% over the projected years. This figure is based on changes in planned expenditures and the planned draw from surplus funds.
Property Tax Levy – Bowen Island	The methodology for the Bowen Island Tax Levy calculation is described in the *Islands Trust Act* and is influenced by a number of factors that can be difficult to predict. An estimate of the levy, based on financial plan expenditures, is included in the projection. Note that net converted assessment values throughout the trust play a large role in this calculation. The distribution of these values throughout the trust area is held constant at the current distribution for purposes of the 5-year financial plan development.
Special Levies, Local Trust Committees	Special Levies are contemplated on an as-needed basis. The current five-year plan includes the continued Special Levy for the Salt Spring Island Watershed Protection Alliance (SSIWPA) to the end of fiscal year 2021/22. No other special levies are included.
Interest and Other Income	Interest and Other Income is expected to remain consistent.
Expenditures (Trust Council, Local Planning Services, Islands Trust Conservancy and Administration)	Service levels are expected to remain consistent (that is, no new programming).
Expenditures – Programs	Program expenditures are based on historical spending and are adjusted to reflect lower spending on programs during election years, when time is dedicated to orienting a new Council. Expenditures are increased annually to account for anticipated inflation and expected salary increases.
Surplus Funds	Per Policy 6.5.1 *Reserves and Surplus*, the "recommended minimum amount of money to be contained within the General Revenue Surplus Fund is three months of expenses net of three months of revenue, excluding revenues from property taxes or the provincial grant." The five-year plan as presented anticipates that this level of minimum balance will be maintained within a 10% margin (i.e.: +/- 10% of the minimum balance recommended)

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Approval of this Bylaw allows staff to implement the Islands Trust Council approved budget.

FINANCIAL: As described in the budget background documents.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff will implement as described in budget background documents.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):
Municipal Revenue Tax Calculation Policy 7.2.vi.
General Revenue Fund Surplus Policy 6.5.i.

5 ATTACHMENT(S):
Bylaw 178 Financial Plan Bylaw 2020/21
s

RESPONSE OPTIONS

Recommendation:
That Trust Council perform three readings of the Financial Plan Bylaw 2020/21 and advance the Bylaw to the Minister of Municipal Affairs and Housing for approval.

Alternative: No alternatives identified.

Prepared By: Julia Mobbs, Director, Administrative Services

Reviewed By: Russ Hotsenpiller, Chief Administrative Officer
Financial Planning Committee/February 19, 2020

ISLANDS TRUST COUNCIL

BYLAW NO. 178

****

A Bylaw Respecting the Financial Plan of the Islands Trust for Fiscal Years 2020/21 through 2025/26

****

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

1. Schedule "A" attached hereto, and made part of this Bylaw is hereby adopted and is the Financial Plan of the Islands Trust for the fiscal year commencing April 1, 2020 and ending March 31, 2021, and for the subsequent four fiscal years, and further that;

2. This Bylaw may be cited for all purposes as the "Islands Trust Financial Plan Bylaw, 2020/21".

READ A FIRST TIME THIS	12TH	DAY OF	MARCH	, 2020
READ A SECOND TIME THIS	12TH	DAY OF	MARCH	, 2020
READ A THIRD TIME THIS	12TH	DAY OF	MARCH	, 2020
APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS AND HOUSING THIS		DAY OF		, 2020
ADOPTED THIS		DAY OF		, 2020

SECRETARY

CHAIR

ISLANDS TRUST
Bylaw 176
Schedule A

	2019/20	2020/21	2021/22	2022/23	2023/2024
Revenue					
Provincial Funding	180,000	180,000	180,000	180,000	180,000
Property Taxes **	7,026,000	7,200,000	7,404,000	7,621,000	7,869,000
Special Levy - Local Trust Committees	99,000	99,000	-	-	-
Fees	160,000	163,000	166,000	170,000	173,000
Transfer from General Revenue Surplus Fund	75,000	39,000	-	78,000	-
Transfer from LTC Specific Fund	75,000	-	-	-	-
Interest and Other	244,000	92,000	92,000	92,000	92,000
Total Revenue	**7,859,000**	**7,773,000**	**7,842,000**	**8,141,000**	**8,314,000**
Expenditures					
Trust Council	1,310,000	1,311,000	1,340,000	1,424,000	1,576,000
Local Planning	5,750,000	5,663,000	5,670,000	5,869,000	5,865,000
Islands Trust Conservancy	874,000	874,000	891,000	923,000	922,000
Transfer to General Revenue Surplus Fund	-	-	16,000	-	26,000
Less non-cash items - amortization	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
Total Expenditures	**7,859,000**	**7,773,000**	**7,842,000**	**8,141,000**	**8,314,000**
Contribution to (Draw from) Surplus/Reserves	**(150,000)**	**(39,000)**	**16,000**	**(78,000)**	**26,000**
	-	-	-	-	-

** Estimated Property Taxes by Source:					
Trust Area Property Tax Levy	6,696,753	6,864,000	7,053,000	7,282,000	7,501,000
Bowen Island Municipality Property Tax Levy	329,635	336,000	351,000	339,000	368,000
Total	7,026,387	7,200,000	7,404,000	7,621,000	7,869,000

UPDATE FIGURES

ISLANDS TRUST
Bylaw 178
Schedule A

Revenue	**2020/21**	**2021/22**	**2022/23**	**2023/2024**	**2024/25**
Provincial Funding	180,000	180,000	180,000	180,000	180,000
Property Taxes **	7,233,617	7,470,000	7,770,000	7,944,000	8,086,000
Special Levy - Local Trust Committees	98,500	99,000	-	-	-
Fees	115,000	117,000	120,000	122,000	124,000
Transfer from General Revenue Surplus Fund	342,150	157,000	105,000	163,000	-
Transfer from LTC Specific Fund	71,500	75,000	38,000	75,000	50,000
Interest and Other	97,000	97,000	97,000	97,000	97,000
Total Revenue	**8,137,767**	**8,195,000**	**8,310,000**	**8,581,000**	**8,537,000**
Expenditures					
Trust Council	1,410,724	1,450,000	1,547,000	1,566,000	1,470,000
Local Planning	5,966,224	5,967,000	5,969,000	6,186,000	6,231,000
Islands Trust Conservancy	900,819	918,000	934,000	969,000	976,000
Transfer to General Revenue Surplus Fund	-	-	-	-	-
Less non-cash items - amortization	(140,000)	(140,000)	(140,000)	(140,000)	(140,000)
Total Expenditures	**8,137,767**	**8,195,000**	**8,310,000**	**8,581,000**	**8,537,000**
Contribution to (Draw from) Surplus/Reserves	**(413,650)**	**(232,000)**	**(143,000)**	**(238,000)**	**(50,000)**
	-	**-**	**-**	**-**	**-**

** Estimated Property Taxes by Source:					
Trust Area Property Tax Levy	6,917,076	7,159,000	7,410,000	7,651,000	7,788,000
Bowen Island Municipality Property Tax Levy	316,540	311,000	360,000	293,000	298,000
Total	7,233,617	7,470,000	7,770,000	7,944,000	8,086,000

Balance in General Revenue Fund Surplus	1,997,789	1,905,489	1,902,489	1,804,289	1,894,289

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 13, 2020
From:	Julia Mobbs, Director, Administrative Services	**Date Prepared:**	February 10, 2020

SUBJECT: REVENUE ANTICIPATION BORROWING BYLAW

RECOMMENDATION:

That Islands Trust Council Bylaw 179, cited as the "Revenue Anticipation Borrowing Bylaw 2020-21" be Read a First Time.
That Islands Trust Council Bylaw 179, cited as the "Revenue Anticipation Borrowing Bylaw 2020-21" be Read a Second Time.
That Islands Trust Council Bylaw 179, cited as the "Revenue Anticipation Borrowing Bylaw 2020-21" be Read a Third Time.
That Islands Trust Council Bylaw 179, cited as the 'Revenue Anticipation Borrowing Bylaw 2020-21" be forwarded to the Minister of Municipal Affairs and Housing for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The *Local Government Act* requires local governments to enact a "borrowing bylaw" before borrowing funds. The bylaw also requires Ministerial approval. Therefore all local governments adopt a borrowing bylaw to cover unexpected situations where they might have to borrow money at short notice. While the Islands Trust Council adopts a borrowing bylaw each year, no borrowing has been required for several years. Expenditures are carefully managed to ensure they do not exceed the budgeted revenues**.**

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1 PURPOSE:

The Islands Trust is required under the *Islands Trust Act, S.8(3)* and *Islands Trust Act Regulation #12,* to adopt a bylaw authorizing the borrowing of money that may be required to meet current expenditures before revenue from all sources has been received. The bylaw also requires Ministerial approval.

2 BACKGROUND:

This requirement is particularly relevant between the beginning of the fiscal year (April 1) and the time of receipt of tax levy proceeds. The bylaw specifies a limit of $1,000,000 and an interest rate not to exceed 2% per annum over bank prime. Islands Trust currently is able to borrow at an interest rate equal to the bank prime rate.

No borrowing has been required for several years.

3 IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL: The ability to borrow is enabled by adoption of the bylaw.

FINANCIAL: Interest expense, if incurred, would be charged against the appropriate budget account.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):
Islands Trust Act, Section.8(3); Local Government Act, Sections 404 and 405

5 ATTACHMENT(S):
Bylaw 179 Revenue Anticipation Bylaw

RESPONSE OPTIONS

Recommendation:
That Islands Trust Council perform three readings of the Revenue Anticipation Borrowing Bylaw and advance for approval by the Minister of Municipal Affairs and Housing.

Alternative: None identified.

Prepared By: Julia Mobbs, Director, Administrative Services

Reviewed By: Russ Hotsenpiller, Chief Administrative Officer
Financial Planning Committee/February 19, 2020

ISLANDS TRUST COUNCIL

BYLAW NO. 179

****

A Bylaw to Provide for the Borrowing of Money During
Fiscal Year 2020 - 2021 in Anticipation of Revenue

****

WHEREAS the Islands Trust may not have sufficient money on hand to meet the current lawful expenditures of the Islands Trust;

AND WHEREAS it is provided by Section 8.3 of the *Islands Trust Act* and Sections 404 and 405 of the *Local Government Act* that the Islands Trust may, with the approval of the Minister of Municipal Affairs and Housing, borrow such sums of money as may be required to meet the current lawful expenditures of the Islands Trust before revenue, from all sources, to pay for those expenditures has been received, provided that money so borrowed is repaid when the anticipated revenue with respect to which the borrowing was authorized is received;

AND WHEREAS the Islands Trust Council anticipates receiving for the 2020 - 2021 budget a Provincial Contribution and a property tax levy, and these revenues have not been received at the time of adoption of this bylaw;

NOW THEREFORE the Islands Trust enacts as follows:

1. This bylaw may be cited as "Revenue Anticipation Borrowing Bylaw, 2020-2021".
2. The Islands Trust shall be and is hereby authorized to borrow upon the credit of the Islands Trust an amount or amounts not exceeding $1,000,000 as the same may be required and to pay interest thereon at a rate not exceeding 2% over bank prime rate per annum.
3. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chairperson of the Islands Trust and the Treasurer of the Islands Trust.
4. The Provincial Contribution and property tax levy, or so much thereof as may be necessary, shall when received on account of the 2020-2021 budget, be used to repay the money so borrowed.

READ A FIRST TIME THIS 12TH DAY OF MARCH , 2020

READ A SECOND TIME THIS 12TH DAY OF MARCH , 2020

READ A THIRD TIME THIS 12TH DAY OF MARCH , 2020

APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS AND HOUSING
THIS DAY OF , 2020

ADOPTED THIS DAY OF , 2020

_____ _____

SECRETARY CHAIR

Island Trust Council
Priorities Chart

Print Date: February 21, 2020

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. Update Islands Trust Policy Statement 3. Climate Change Emergency	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. Budget 2020/21: Finalize for Trust Council and forward to the Ministry for approval. 2. 2019/20 Financial Statement Audit 3. Review Trust Council Policy 7.2.1 Trustee Remuneration	1. Application Processing Services 2. Saltwater Intrusion Mapping 3. 2018-2022 Strategic Plan Goal: Protect quality and quantity of fresh water resources of the Trust Area.	1. Review the Islands Trust Policy Statement 2. Climate change Indicators and Performance Data 3. Service Integration

Northern Islands Ballenas-Winchelsea, Denman, Gabriola, Gambier, Hornby, Lasqueti, Thetis
Ballenas-Winchelsea Islands
. Advocacy for the protection and appropriate use of Crown islets.
. Nanoose First Nation Relationship Building.
. Implement the Protection of Coastal Douglas fir and Associated Ecosystems toolkit and Islands Trust Conservancy Regional Conservation Plan.
Denman Island
. Denman Island Farm Plan Implementation
. Signage at Ferry Terminal
. Cannabis Land Use Regulation
Gabriola Island
. Housing Options and Impacts Review Project
. Cannabis Production and Retail Sales
. Develop an Ecological Protection Zone
Gambier Island
. Riparian Areas Regulation
. Gambier OCP Comprehensive Review
. Keats Island Shoreline Protection Project - Phase 2
. OCP Advocacy Policies - Implementation & Support

Southern Islands Galiano, Mayne, North Pender, South Pender, Saturna
Galiano Island
. Affordable Housing Strategy - STVR Review
. Groundwater Sustainability
Mayne Island
. Land Use Bylaw Technical Amendments
. Housing Regulations and Policy Review (tiny home initiative)
. Groundwater Sustainability Project
North Pender Island
. STVR review
. Climate Change Adaptation, Mitigation and Resilience
. LUB Review
Saturna Island
. First Nations RelationshipBuilding
. Groundwater Sustainability Project
. Review and amendment of Zoning and OCP Designations on National Park Reserve Lands
South Pender Island
. Groundwater Sustainability project
. STVR Review
. Alternative Housing

Northern Islands Ballenas-Winchelsea, Denman, Gabriola, Gambier, Hornby, Lasqueti, Thetis
Hornby Island
. Official Community Plan and Land Use Bylaw Amendments
. Watershed Protection and Groundwater Preservation
. Vacation Home Rental Community Education and BylawCompliance Campaign
Lasqueti Island
. OCP/LUB Review
. Freshwater Project
. Model Cell Tower Strategy
Thetis Island
. Riparian Areas Regulation Implementation
. Coastal Shoreline Protection
. Relationship Building withLocal First Nations

Salt Spring
Salt Spring Island
. Water Sustainability - coordinate multiple jurisdictions in planning for water sustainability and watershed protection
. Protection of the Coastal Douglas-fir and Associated Ecosystems: An Islands Trust Tool Kit (2018)
. Affordable Rental Housing - rezone some seasonal cottages to be used for year round residential rental accommodation
. Regulate Cannabis Production
. Industrial Land Uses - update OCP and LUB
. DAI Bylaw

Trust Council Quarterly Meeting DRAFT Schedule
June 16-18, 2020
Hornby Island, BC

Tuesday, June 16	Wednesday, June 17	Thursday, June 18
	8:30 **Trust Area Services** Consent Agenda Items Director's Report TPC Work Program Decision/Discussion Items	8:30 **Closed Meeting** 9:30
11:30 **Executive Committee Meeting**		**10:30 Break**
12:30 Lunch	9:30 **Administrative Services** Consent Agenda Items Director's Report FPC Work Program Decision/Discussion Items	10:45 **New Business Items** 11:15 **Trustee/Summary Updates** BC Ferries Advisory Committee Chairs Gulf Islands National Park Reserve Advisory Committee SSIWPA Howe Sound Community Forum Anchorages Roundtable Update 11:45 **Priorities Chart** **September Trust Council Draft Schedule** **Disposition of Delegations and Town Hall Requests** **Correspondence**
1:30 **Call to Order and Approval of Agenda** 1:35 **General Business Arising** RWMs Adoption of Minutes FUAL Trustee Round Table - topic focus		
2:45 Break	**10:30 Break**	12:00 **Adjournment (approx.)**
3:00 **Executive** Consent Agenda Item(s) EC Work Program Decision/Discussion Items CAO's Report Continuous Learning Plan 4:00 **Local Planning Services** Consent Agenda Items Director's Report LPC Work Program Decision/Discussion Items	10:45 **12:00 Lunch - Community Engagement Place Holder** 1:30 **Delegations & Town Hall** **3:00 Break** 3:15	
5:00 **Adjourn for the Day**	5:00 **Adjourn for the Day**	

DRAFT

Minister of
Fisheries and Oceans

Ministre des
Pêches et des Océans

Ottawa, Canada K1A 0E6

JAN 2 8 2020

Mr. Peter Luckham
Chair
Islands Trust Council
200–1627 Fort Street
Victoria BC V8R 1H8

Dear Mr. Luckham:

Thank you for your correspondence of December 9, 2019, regarding shellfish aquaculture in Baynes Sound.

Fisheries and Oceans Canada (DFO) shares your concerns about debris in the marine environment and about the issue of plastic gear being lost by the shellfish industry and washing up on beaches.

For the past two years, DFO has conducted compliance monitoring and follow-up with several licence holders in Baynes Sound who have been found to have violations of conditions of licence. As a result of inspections carried out this summer by the Province of British Columbia Lands Tenure Branch, DFO's shellfish aquaculture biologist is currently working with provincial compliance partners to compel cleanup of the majority of beach tenures on the west side of Denman Island.

To address non-compliance, DFO's biologist contacts violators by letter, informing them of the requirement that they remove debris and take action to prevent further marine debris. The approach is collaborative in nature, with the biologist working with the licence holder to compel cleanup, rather than through prosecution.

In addition, DFO Conservation and Protection staff have been engaged with stakeholders, industry, First Nations, and NGOs as part of working groups, shared forums and annual beach cleanup events.

Earlier this year, the Government of Canada announced the development of a Sustainable Fisheries Solutions and Retrieval Support Contribution Program. This program will provide up to $8.3 million to assist fish harvesters, environmental groups, Indigenous communities, the aquaculture industry, and coastal communities to find and retrieve harmful marine litter or ghost gear from the ocean, and dispose of it responsibly. The program will also support industry in acquiring new clean technologies to reduce gear loss.

A website for this funding program is anticipated to launch in early January 2020. It will include information on the program and how to apply. I have asked DFO staff in the Pacific Region to share the link with you once the website has launched.

.../2

Canada

Please be aware that the requirement to clearly mark tenure boundaries falls under provincial jurisdiction, via the land tenure contract rules established by the Province of British Columbia and the shellfish grower. I have forwarded a copy of your letter to the Honourable Doug Donaldson, British Columbia's Minister of Forests, Lands and Natural Resource Operations and Rural Development, for his consideration.

DFO appreciates your concern for the marine environment and your dedicated work towards cleanup efforts. I assure you that the Department will continue to work with First Nations, industry, the Province of British Columbia, and stakeholders to address the issue of lost, abandoned, and discarded aquaculture gear.

Sincerely,

The Honourable Bernadette Jordan, P.C., M.P.
Minister of Fisheries, Oceans and the Canadian Coast Guard

c.c.: The Honourable Doug Donaldson, M.L.A.
British Columbia's Minister of Forests, Lands, Natural Resource Operations and Rural Development