



Regional Planning Committee Agenda

Date: Tuesday, January 13, 2026
Time: 1:00 pm - 4:30 pm
Location: Electronic Zoom Meeting

Pages

1. CALL TO ORDER

2. AGENDA

2.1 Review of the Agenda

Late items, new items and re-ordering of the agenda

2.2 Approval of Agenda

3. PUBLIC COMMENT PERIOD

4. BUSINESS - WORK PROGRAM ITEMS

4.1 RPC Work Program and Resources Update - Briefing

2 - 45

4.2 Minor Project Criteria - Request For Decision

46 - 52

5. NEXT MEETING

The next Regional Planning Committee meeting is February 6, 2026 at 10 a.m. to 3 p.m.

6. ADJOURNMENT

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



BRIEFING

To: Regional Planning Committee **For the Meeting of:** January 13, 2026
From: Planning Services **Date Prepared:** January 5, 2026
SUBJECT **RPC Work Program and Resources Update**

PURPOSE:

- To review local trust committee (LTC) 2026/27 business case submissions
- To review Planning Services Feasibility Assessment
- To review Regional Planning Committee's (RPC) work program based on decisions made at the December 2025 Trust Council meeting – notably adoption of recommendations within the 2025 Operational Review

BACKGROUND:

RPC's regular business meeting scheduled for October 31, 2025 was cancelled due to BCGEU strike action. As such, RPC was unable to provide input on proposed LTC business cases (attached) and project feasibility (attached) before Trust Council met and approved a draft 2026/27 budget in December 2025.

At the same meeting, Trust Council approved recommendations in the 2025 Operational Review. Included in the Operational Review is direction to not initiate any new projects in the 2026/27 fiscal year not already underway or required by legislation or policy. The direction to not initiate new projects supports conclusions in the Planning Services Feasibility Assessment whereby staff conclude that there are not enough resources to meet demand.

After discussion regarding the above, Trust Council:

- Removed the permanent Biologist business case
- Supported the Financial Planning Committee's removal of the Galiano LTC OCP Review Project business case
- Reduced RPC's Freshwater Sustainability Strategy Review and Implementation business case from \$25,000 to \$15,000 by removing work on an implementation plan
- Requested staff to prepare a bylaw to rescind [Trust Council Bylaw 154](#) (Trust Council delegation of specific coordination authority to the Salt Spring Island Local Trust Committee) should staff be unable to resource the coordination of the Salt Spring Watershed Protection Plan in the 2026/27 budget.

Work Program Impacts

The impact to RPC's work program resulting from the BCGEU strike, approval of the draft 2026/27 budget, and Operational Review include:

- *Bylaw Compliance and Policy Review*: Minorly delayed.
 - February 2026: RPC review final policy changes and implementation plan
 - March 2026: Trust Council approval
 - April 2026: Bylaw Portal (Cityview) goes live for public
 - Post April: monitor, evaluate, report back to Trust Council.

- *Freshwater Sustainability Strategy (FWS)*: Business case scope reduced.
 - Removed funding for drafting an implementation plan. Funding supports evaluation of FWS only
 - Continue various policy and regulatory amendments resulting from applying strategy (e.g. suitable land analysis used in OCP and LUB amendments; DPA amendments, proof of water at time of subdivision standards, FW footprint, and FW Atlas)
 - Freshwater Atlas demonstration scheduled with staff in late February, proposed demonstration at, or near, June Trust Council
 - Coordinating with regional and provincial governments on drinking water and watershed protection (including BIM)

- *Monitor Progress of Protection of Ecosystem Health in All Land Use Planning Decisions*: Funding not supported.
 - Business case for permanent Biologist not supported. Biologist position to cease effective April 1, 2026
 - Progress of current work to be reported at February RPC meeting; proposed presentation at, or near, March Trust Council with Islands Trust Conservancy staff (also losing grant funded staff)

- *Housing Strategy Action Plan*: No change.
 - Continue to implement Housing Strategic Action Plan pending conclusion of another RPC top priority

LTC Major Projects

All current major LTC projects will continue into next fiscal with some exceptions to Salt Spring Island LTC projects which will be further assessed pending the recruitment process for two temporary Island Planner vacancies (specifically, Trust Council requested staff to prepare a bylaw to rescind Bylaw 154 should staff be unable to resource the coordination of the Salt Spring Watershed Protection Plan in the 2026/27 budget). No new major projects will be initiated.

LTC Minor Projects

All currently active minor projects will continue. Staff have prepared a separate report for RPC consideration of minor project criteria for approval of new projects in the future.

Next Steps

RPC was scheduled to provide feedback for Financial Planning Committee (FPC) and Trust Council consideration via the scheduled October 31, 2025 regular RPC business meeting. That meeting was cancelled due to BCGEU strike action. Since then, both the FPC and Trust Council have considered the attached business cases and Feasibility Assessment. Trust Council also considered the Operational Review which supported the Feasibility Assessment conclusions that there are not enough staff resources to meet project demand. However, the purpose of this report is for the RPC to consider whether it wishes to provide further feedback to the FPC and Trust Council before final adoption of the 2026/27 budget. Due to Trust Council resolutions in

December, staff have no recommendations. If the RPC would like to provide feedback to the FPC and Trust Council, the following resolutions may be of assistance:

That the Regional Planning Committee advise Financial Planning Committee that it (supports / does not support) local trust committee major project business cases as submitted.

That the Regional Planning Committee advise Financial Planning Committee that it (supports / does not support) the Planning Services Feasibility Assessment staff report of October 24, 2025.

ATTACHMENT(S): (extracted from December 2025 Trust Council Agenda Package)

- 1. LTC Business Case Submissions**
- 2. Planning Service Feasibility Assessment**

FOLLOW-UP: Staff will forward any resolutions to the respective committee or Trust Council.

Prepared By: Stefan Cermak, Director, Planning Services



Islands Trust

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

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

TO BE COMPLETED BY INITIATOR

Requested by (Committee or Operational Unit): DENMAN LTC	Budget Source (select all that apply): <input type="checkbox"/> Specific Project Funding (select all that apply) <input type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software <input type="checkbox"/> Furniture & Equipment <input type="checkbox"/> Computer Hardware/Software/Supplies <input type="checkbox"/> New Staff Resources (see Staff Costing Tool) <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary Temp Duration: _____ <input checked="" type="checkbox"/> Other: Facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.
Department: LPS-Planning Services	
Name of Request: Final Phase Denman Island Housing Review (for OCP and LUB Amendments), Stage 2 - Phase 2 Project (Year 4 of 4)	
\$ Value of Request (indicate by fiscal year <u>and</u> total if project is multi-year): 2026-2027: \$5,000 Budget to-date: \$49,250 2022/23 = \$13,500 2023/24 = \$8,000 2024/25 = \$12,000 2025/26 = \$15,750 (\$12,000 + \$3,750 Capacity Agreement)	
Date of Submission to Finance: September 2025	Funding Required for (date range): April 1, 2026-March 31, 2027

TIE TO ISLANDS TRUST GUIDING DOCUMENTS

Islands Trust Council [Strategic Plan 2025-2028](#) contains the objective: Strengthen Housing Affordability Throughout the Islands Trust Area.

In June 2023, [Islands Trust Council amended the Strategic Plan](#) to:

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

ISSUE/OPPORTUNITY:

The purpose of this business case is to support the completion of the Denman OCP and LUB Housing Policy Review. The work the 2025/2026 fiscal year involves First Nations and community consultation, analysis of option and drafting bylaw language with first reading anticipated in February 2026.

This is a continuation of this project which began in 2022 at which time a consultant was engaged to identify community priorities related to housing (Phase 1). Phase 2 has involved 2 Stages as Identified below.

Past Work:

Phase 2 (Stage 1) - 2023/24 Fiscal - \$18,000 included:

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

Phase 2 (Stage 2) – 2024/25 Fiscal - \$15,000 included:

- First Nations engagement
- Public engagement
- Exploration of options to increase housing number of permitted housing units to address housing need while considering environmental impact

Phase 2 (Stage 2 continued) - 2025/26 Fiscal \$15,750: Included

- First Nations engagement
- Drafting bylaw language for easier to implement actions (e.g. cistern requirements, clarification of BnB language)
- Community engagement on options related to growth management

Work to be Done:

Phase 2 (Stage 2 completion) – 2026/27 Fiscal \$5000

- Bylaw readings
- Community Information meetings
- Public Hearing
- Provincial Referral

The completion of this project will provide the opportunity to advance Islands Trust Strategic Interests related to:

- **First Nations Reconciliation** - The project introduces options that are directly influenced by K'omoks First Nation interests. This project paves a way for the establishment of a Heritage Conservation Area for Indigenous cultural heritage protection.
- **Contributing to the development of model bylaws for housing** – This project is intended to produce bylaws that may be replicable in other Local Trust Areas including ways to balance housing with environmental conservation.
- **Preservation of ecosystems** – A key focus of the project is supporting housing while considering the Islands Trust preserve and protect mandate.
- **Demonstrating the use of the Islands Trust's Housing Toolkit** – A number of tools in the toolkit are being used by staff and being shared with the Housing Advisory Planning Commission and the LTC to inform amendments to the OCP and LUB.

This business case will support the conclusion of the Denman Islands Housing Review (Phase 2C).

PROJECTED RESULTS/DELIVERABLES:

Fiscal 2026/27 \$5,000 – Legislative Process: CIM, Public Hearing, Ministerial Approval, Adoption

- Legislative Process: \$2,000
- Communications and Engagement: \$3,000

Previous Phases:

Phase 2C Fiscal 2025/26 \$12,000 – First Nations Engagement, Bylaw Amendments

- OCP and LUB amendments to support specific actions identified in the Draft Housing Action Plan for:
 - Expanded opportunities to build Secondary Suites and Accessory Dwelling Units
 - Increased Opportunities for Non-Profit Housing Development
 - Permitting Alternative Housing Approaches
 - Reducing Ecological Footprint of New Builds

RISK ASSESSMENT:

Factors potentially affecting the timing of project deliverables include:

- Regional Planning Team (RPT) capacity to manage the project in 2026/2027
- First Nations' capacity and timing may not align with project timelines
- The LTC may choose to not proceed with amendments
- Costs may exceed the budget due to consultation or other factors

ALTERNATIVES CONSIDERED:

Option 1: Proceed no further. Staff time and funding are not allocated to the project. Under this alternative the project does not complete bylaw drafting, does not proceed to bylaw readings. This would undermine the engagement with the K'omoks First Nation and the work done by the Housing APC.

Option 2: Proceed as a Minor Project. Should funding not be provided, the LTC may consider completing the work as a 'minor project' with the same scope, budget and deliverables but limited staff capacity (Regional planning team resources will not be allocated).

Option 3: Reduced funding. This may include removal of post-adoption communications, however the remaining parts of this project will require adequate funding for the legislative process.

CRITICAL SUCCESS FACTORS:

The project would be considered successfully completed if relevant amendments to the OCP and LUB are adopted by the end of the 2026/2027 fiscal year. Longer term success would be measured through improvements to housing options, accessibility and affordability.

RECOMMENDED OPTION:

The present funding request is for \$5,000 for fiscal 2026/27 to allow the Denman Island OCP-LUB project to complete the legislative process with continued project management by a Regional Planning Team planner.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

\$5,000 for fiscal 2026/2027

- \$2,000 - Legislative Process for CIM, Public Hearing

Not yet reviewed/approved by the Denman Islands LTC

- \$3,000 – Engagement and Communications

Qualitative Analysis:

- Increased housing options
- Improved relationship with K’omoks First Nation
- Increased protection of areas of Indigenous cultural significance
- Increased preservation and protection of the environment

PURCHASING PROCEDURE:

N/A

PROPOSED IMPLEMENTATION STRATEGY:

Deliverable/Milestone	Date
Denman Housing Project Completion	
First Nations Engagement	January 2026 – June 2026
Bylaw Readings	Feb 2026 – June 2026
Legal Review	Feb 2026 – June 2026
Provincial Referral	June 2025

STAFF RESOURCING: *to be confirmed for final version*

- 100 hrs Regional Planning Team Project Manager
- Up to 40 hours LTC Planner
- Up to 20 hours Regional Planning Manager
- 25 hrs other support (Admin, communications, mapping, SIRA)

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- This project involves significant engagement with the K’omoks Nation. It is paving the way for discussion related to the development of a Heritage Conservation Area (HCA).
- Adoption of the bylaws will involve communications with the community and First Nations. The budget request will include public outreach and website updates normally completed as part of the organization’s standard communications for bylaw updates.

Requested by Denman Island Local Trust Committee

Prepared by: Narissa Chadwick, Island Planner/ DATE

Reviewed by: Renée Jamurat, Regional Planning Manager/ DATE



Islands Trust

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

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

TO BE COMPLETED BY INITIATOR

<p>Requested by (Committee or Operational Unit): GABRIOLA LTC</p>	<p>Budget Source (select all that apply):</p> <p><input type="checkbox"/> Specific Project Funding (select all that apply)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Third Party Contractors <input checked="" type="checkbox"/> Staff Travel Expense <input checked="" type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary <p style="margin-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> Other: Capacity funding request to First Nation for on-going meetings and participation, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.</p>
<p>Department: LPS-Planning Services</p>	
<p>Name of Request:</p> <p>Phase 3 - Gabriola OCP & LUB Review, Major Project (Year 4 of 5 project)</p>	
<p>\$ Value of Request (indicate by fiscal year <u>and</u> total if project is multi-year):</p> <p>2026-2027: \$35,000 2027-2028: \$25,000 estimate</p> <p>Budget to-date: \$125,000 2023-24, Phase 1 = \$18,000 2024-25, Phase 2 = \$77,000 2025-26, Phase 3 = \$30,000</p>	
<p>Date of Submission to Finance: October 2025</p>	<p>Funding Required for (date range): April 1, 2026-March 31, 2027</p>

TIE TO ISLANDS TRUST GUIDING DOCUMENTS

Trust Council [Strategic Plan 2025-2028](#) contains objectives to:

- Preserve, protect and advocate for forest and terrestrial ecosystems
- To preserve and protect marine ecosystems
- Mitigate and adapt to climate change impacts
- Strengthen Housing Affordability Throughout the Islands Trust Area
- Engage with Indigenous Governing Bodies and Indigenous Peoples on governance, growth management, heritage and ecosystem protection, and climate change

ISSUE/OPPORTUNITY:

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

Fiscal 2026/2027 Phase 3 Completion and Phase 4 \$35,000

With this business case the LTC is seeking the funds to support the completion of Phase 3 as well as Phase 4. Additional engagement related to growth management was added leading to an extension of the Phase 3 timeline into the 2026/27 fiscal year.

Phase 3 Completion OCP Drafting and Readings \$6, 000

- Public Engagement on growth management
- OCP Drafting
- DPA prioritization (analysis and discussion)
- OCP first reading
- Legal review as needed

Phase 4 - Fiscal 2026/2027 LUB Drafting, Development Approval Information (DAI) Bylaw and Archeological Overview Assessment (AOA) \$25,000

- OCP approval
- Drafting and approval of LUB
- Community engagement related to LUB
- Drafting and approval of DAI Bylaw
- First Nations consultation including an Archeological Overview Assessment (AOA) to provide information on location of archeological sites to help inform the development of a Heritage Conservation Area (HCA) for the protection of Indigenous cultural heritage.
- OCP/LUB Process audit (done by staff)– to provide options and recommendation for other OCP/LUB reviews across the Islands Trust Area

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

- **First Nations Reconciliation** – Snuneymuxw First Nation staff have indicated interest in a heritage conservation area to protect indigenous cultural heritage on Gabriola Island. In order to move forward an AOA is needed. A model FN engagement process is being created as IT staff work closely with SFN staff to develop the process together.
- **Affordable and attainable housing**- Housing is prioritized.
- **Preservation of ecosystems both terrestrial and marine** – A number of criteria related to the protection and preservation of the environment are used to provide options for moving growth potential away from less suitable to more suitable areas. The project also includes a review of current, and prioritization of new, DPAs.
- **Advancing the Freshwater Sustainability Strategy** – The project will integrate the freshwater footprint work that was done in Phase 2 to help determine suitable areas for additional dwellings.
- **Creation of model engagement process** – An engagement process that can be repeated on other islands is being developed. Aspects of this process have already been used for Denman and Salt Spring projects.

PROJECTED RESULTS/DELIVERABLES:

Phases 3 & 4 Fiscal 2026/27 \$35,000 – DPA prioritization, OCP completion and Initiation of LUB review:

- Continuing First Nations engagement: \$25,000 for Archaeological Overview Assessment (AOA)
- Public Engagement and communications - \$6,000
- Legal review & contingency - \$4,000
- Draft OCP Bylaw Referrals
- DPA prioritization
- OCP bylaw readings
- Phase 3: LUB amendment drafting and bylaw readings
- DAI bylaw

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

Future Phase:

Phase 5 – Fiscal 2027/28 Implementation Plan and DPA Mapping \$25,000 estimate

- Creation of a Gabriola Vision Implementation Plan (to include items within and outside of Islands Trust Jurisdiction)
- Vision Implementation Plan to involve First Nations and other agencies (community organizations, province, regional district etc.) in development of a Gabriola Vision Implementation Plan
- DPA mapping for priority DPAs

Previous Phases:

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

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

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

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

Phase 3 - Fiscal 2025/2026 OCP Drafting \$30,000

- First Nation consultation
- Reimagining Growth – Engagement on issues relate to density
- Refining draft bylaw language based on community feedback
- First Reading of Bylaw

RISK ASSESSMENT:

Factors potentially affecting the timing of project deliverables:

- Regional Planning Team (RPT) capacity to manage the project in 2026/2027.
- Capacity and available expertise to support mapping, data needs, communications within the budget.

Financial implications:

- Staff travel and overtime expenses.
- Legal review may cost more than estimate.

Resource requirements:

- RPT has allocated time to the continuation of this project in anticipation of budget approval.
- Overall staff resourcing from the RPT to complete all major projects is limited and may not be able to accommodate any extensions to project timeline and work scope.
- Overtime hours are anticipated.

ALTERNATIVES CONSIDERED:

Option 1: Proceed no further. Staff time and funding are not allocated to the project. Under this alternative the project does not complete OCP bylaw drafting, DPA mapping, does not proceed to bylaw readings. And LUB bylaw review is not initiated.

Option 2: Proceed as a Minor Project. Should funding not be provided, the LTC may consider completing the work as a sequence of ‘minor projects’ with reduced scope, budget and deliverables. Anticipated scope would be limited to bylaw writing and review with limited community engagement. As a minor project, staff support would be limited to Island Planner leading to extended timelines.

Option 3: Reduced funding. This will limit the project scope of work and deliverables such as completion of an archaeological overview assessment, engagement and communications.

CRITICAL SUCCESS FACTORS:

- Allocation of planning services staff time (Regional Planning Team and Island Planner support)
- First Nations engagement leading to support of FN interests
- The project would be considered successfully completed if the OCP Bylaw is adopted. Success could be measured over the longer term through measurables such as improved relations with First Nations, updated policy and regulatory bylaws to address First Nation interests and concerns, creation of model policies and model process of updating their LUBs for OCP consistency.

RECOMMENDED OPTION:

The present funding request is for \$35,000 for fiscal 2026/27 to allow the Gabriola Island OCP-LUB project to complete Phase 3 and progress through Phase 4.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

\$35,000 for fiscal 2026/27 for Phase 3-4

- \$25,000 - First Nations Consultation + AOA
- \$6,000 – Community Engagement and Communications
- \$4,000 – Legal Review & Contingency

Qualitative Analysis:

- If no action is taken the preservation and protection of Gabriola Island groundwater resources, forests, shorelines and indigenous heritage will be at risk.
- Housing affordability and attainability will not be effectively addressed
- The trust that has been building between Snuneymuxw First Nation and the Islands Trust will be challenged and the process of engagement will be undermined.

PURCHASING PROCEDURE:

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

PROPOSED IMPLEMENTATION STRATEGY:

Deliverable/Milestone	Date
Phase 3 - Public Review of draft OCP bylaws/referrals	March 2026 – May 2026
Phase 3 – AOA (results to inform HPA as part of OCP)	March 2026- May 2026
Phase 4 - LUB review and DAI Bylaw will be initiated	March 2026
Phase 3 Milestone - Second/Third Reading OCP/PH	June- Sept 2026
Phase 4 – LUB Drafting	March – June 2026
Phase 4 – Public Engagement on LUB	June – September 2026
Phase 4 Milestone – DAI bylaw	September 2026 – Feb 2027
Phase 4 Milestone – First reading LUB	Sept/Oct 2026

STAFF RESOURCING:

- 450 hours Regional Planning Team Project Manager
- Up to 200 hours LTC Planner Support
- 20 hours GIS - Mapping
- Up to 50 hours Administrative Support *subject to other approved major projects
- 150 hours Communications Specialist
- Up to 20 hours Regional Planning Manager
- Overtime is expected for Planner and Administration staff hours.
- Overall staff resourcing from the RPT to complete all major projects is limited and may not be able to accommodate any extensions to project timeline and work scope.
- It is anticipated that staff resources to support RPT projects from the existing staff allocation is feasible, however in a limited capacity.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- Significant engagement with the Snuneymuxw First Nation (SFN) will strengthen this project. IT staff are working very closely with SFN staff.

Requested by: Gabriola Island Local Trust Committee

Prepared by: Narissa Chadwick, Island Planner / October 1, 2025

Reviewed by: Renée Jamurat, Regional Planning Manager / October 1, 2025



Islands Trust

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

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TO BE COMPLETED BY INITIATOR

<p>Requested by (Committee or Operational Unit): Gambier Island Local Trust Committee</p>	<p>Budget Source (select all that apply):</p> <p><input type="checkbox"/> Specific Project Funding (select all that apply)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary <p style="padding-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> Other – please describe: _____</p> <p>For fiscal year 2025-26:</p> <ul style="list-style-type: none"> - Public Engagement on draft bylaw language amendments OCP and LUB implementing Squamish Nation recommendations and early public engagement.
<p>Department: Planning Services</p>	
<p>Name of Request: Final Phase Gambier Island OCP and LUB Amendments Implementation Project (Year 6 of 6)</p>	
<p>\$ Value of Request:</p> <p>2026-2027: \$8,000</p> <p>Budget to-date: \$57,500</p> <p>2021-22 = \$14,500 (GM LTC OCP: \$4,000.00; RPC OCP: \$8,500; First Nations: \$2000)</p> <p>2022-23 = \$17,000 (GM LTC OCP: \$15,000; First Nations: \$2000)</p> <p>2023-24 = \$16,000 (capacity funding agreement)</p> <p>2024-25 = \$0</p> <p>2025-26 = \$10,000</p>	
<p>Date of Submission to Finance: September 2025</p>	<p>Funding Required for (date range): April 1, 2026 – March 31, 2027</p>

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:
Trust Council [Strategic Plan 2025-2028](#) contains objectives to:

- Preserve, protect and advocate for forest and terrestrial ecosystems
- To preserve and protect marine ecosystems

- Undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore

ISSUE/OPPORTUNITY:

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

- Strengthen relations with First Nations in the Howe Sound region, honouring the Gambier reconciliation standing resolution # GM-2019-061 and the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningful engagement with Skwxwú7mesh/Squamish Nation, and others, working to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.
- Update Gambier Island’s OCP, which has not been substantially updated since 2001 and 2004 respectively, and to be reflective of reconciliation and First Nations engagement, including acknowledgement of First Nations treaty and territorial rights and title, including place, context and inherent rights.
- Aligns and advances the Islands Trust Strategic Plan Objective “to preserve and protect marine ecosystems” and Strategy to “undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore,” by specifically reviewing and strengthening Gambier shoreline protection policies and regulation, and incorporating work to-date advanced by the Regional Planning Committee.
- Aligns and advances the Islands Trust Strategic Plan Objective “Preserve, protect and advocate for forest and terrestrial ecosystems”, by reviewing and strengthening Gambier forest protection policies and regulations as guided by the Islands Trust Toolkit for the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems. There are thirteen Coastal Western Hemlock (CWH) ecosystems under threat in this region and are under-protected. Only 2% of CWH ecosystems in the Salish Sea region are protected, highlighting the urgent need to conserve remaining mature and old-growth forests*.

The LTC is seeking funds to support public engagement on draft bylaw language.

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

PROJECTED RESULTS/DELIVERABLES:

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

RISK ASSESSMENT:

Factors potentially affecting the timing of project deliverables include:

- Regional Planning Team capacity to manage the project in 2026/2027 along with other competing LTC projects that are yet to be approved for that timeframe.
- Unanticipated timing delays or extensions due to change of scope, trustee or staff availability/capacity, coordination with other IT projects, or other factors.
- Further delays to updating the OCP/LUB reflecting the engagement with the community and First Nations may necessitate a need to re-engage in the future.

ALTERNATIVES CONSIDERED:

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

CRITICAL SUCCESS FACTORS:

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

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

The project would be considered successfully completed if the bylaws are given first reading before the end of the 26/27 fiscal. Since it is an election year prior to that, first reading may be delayed.

Success could be measured over the longer term through measurables such as improved relations with First Nations and updated policy and regulatory bylaws to address their interests and concerns.

Success can also be measured by evaluating how many LTCs are able to borrow the planning research, First Nations engagement framework and draft policies/regulations in their own reconciliation efforts.

RECOMMENDED OPTION:

The present funding request is for \$8,000 for fiscal 2026/27 to allow the Gambier Island OCP-LUB project to be completed and implemented.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

\$8,000 for fiscal 2026/2027 for Public Engagement Phase

- \$5,000 – Public Engagement
- \$2,000 – First Nations Referral of draft bylaws
- \$1,000 – Communications

Qualitative Analysis:

- Funding is necessary to engage the public on potential updates to policies and regulations to expand the scope of protections in the OCP and LUB for island forests, shorelines, and Indigenous heritage.
- Referral of draft bylaw language may include benefits such as improved First Nations relations and implementation of actions towards effective reconciliation.

PURCHASING PROCEDURE:

N/A

PROPOSED IMPLEMENTATION STRATEGY:

	Date Range	Budget Request
Past Work: Funding Request Final Phase: Legal Review and Legislative Process and Implementation	2025-2026	\$10,000
Drafting OCP and LUB amendment bylaws	Spring/Summer 2026	\$0
Public Engagement and Referral to First Nations; communications	Summer 2026	\$8,000
Consideration of 1 st reading	March 2027	\$0

STAFF RESOURCING:

- 450 hrs Regional Planning Team Project Manager
- Up to 40 hours LTC Planner
- Up to 20 hours Regional Planning Manager
- Up to 20 hrs Admin Support (subject to other approved major projects)
- 40 hours Communications
- 20 hours GIS mapping
- 40 hours SIRA

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

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

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

Prepared by: Sonja Zupanec, Island Planner / August 25, 2025

Reviewed by: Renée Jamurat, Regional Planning Manager / September 15, 2025



Islands Trust

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

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

TO BE COMPLETED BY INITIATOR

<p>Requested by (Committee or Operational Unit): Regional Planning Committee</p>	<p>Budget Source (select all that apply):</p> <p><input type="checkbox"/> Specific Project Funding (select all that apply)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Third Party Contractors <input checked="" type="checkbox"/> Staff Travel Expense <input checked="" type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary <p style="margin-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> Other – please describe: implementing First Nation Engagement Summary Recommendations and increasing housing options on Hornby Island.</p>
<p>Department: Planning Services</p>	
<p>Name of Request: Hornby Island LTC – Comprehensive OCP & LUB Review Project (Year 6 of 6)</p>	
<p>\$ Value of Request (indicate by fiscal year and total if project is multi-year):</p> <p>2026-2027: \$5,000</p> <p>Budget to-date: \$56,050</p> <p>2021-22 = \$14,500 (LTC OCP: \$4,000; RPC OCP: \$8,500; First Nations: \$2000) 2022-23 = \$14,050 (Consultant Contract, admin costs) 2023-24 = \$12,000 (First Nation capacity funding agreement) 2024-25 = \$25,000 (First Nation Capacity Funding agreement) 2025-26 = \$5,000</p>	
<p>Date of Submission to Finance: September 2025</p>	<p>Funding Required for (date range): April 1, 2026 – March 31, 2027</p>

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

Islands Trust has adopted policies regarding reconciliation, respect, communication and actions that build relations with Indigenous Communities on whose traditional and unceded lands the Islands Trust operates.

- 1) Islands Trust Reconciliation Declaration, adopted by Islands Trust Council on March 14, 2019.

“The Islands Trust Council acknowledges that the lands and waters that encompass the Islands Trust Area have been home to Indigenous peoples since time immemorial and honours the rich history, stewardship, and cultural heritage that embody this place we all call home.”

The Islands Trust Council is committed to establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous Peoples. Islands Trust states a commitment to Reconciliation with the understanding that this commitment is a long-term relationship-building and healing process.

The Islands Trust Council will strive to create opportunities for knowledge-sharing and understanding as people come together to preserve and protect the special nature of the islands within the Salish Sea.”

2) The Hornby Island LTC’s standing resolution regarding First Nations in the Local Trust Area, adopted May 24, 2019.

“Whereas the Local Trust Committee seeks to engage in Reconciliation with local First Nations, governments and the island community by honouring the Truth and Reconciliation Commission Calls to Action, United Nations Declaration on the Rights of Indigenous Peoples, Draft Principles that Guide the Province of British Columbia’s Relationship with Indigenous Peoples, and Islands Trust First Nations Engagement Principles, the Local Trust Committee endeavours to:

- a) Annually, write a letter to First Nations, (re)introducing Trustees and staff and provide a schedule of known Local Trust Committee meetings for the upcoming year, as well as, provide an update of current projects and advocacy activities;*
- b) For various Local Trust Committee meetings, invite elders from local First Nations to attend and provide a traditional welcome to the territory;*
- c) Work with First Nation governments on cooperative initiatives, including and not limited to, language, place names, territorial acknowledgements, and community education on Coast Salish and local First Nations’ cultural heritage and history;*
- d) Work with First Nation governments on engagement principles for inclusive land use, marine use, and climate change planning; advocacy, protection and stewardship; and knowledge and information sharing protocols;*
- e) Establish and maintain government-to-government dialogue with First Nations, now and into the future, based on respect and recognition of Aboriginal rights and title, treaty rights, and First Nations’ traditional territories within the Islands Trust Area.”*

- 3) Islands Trust Conservancy Reconciliation Declaration, ratified by the Islands Trust Conservancy Board on June 16, 2019, in the territories of the Ləkʷəŋən Peoples, METULIYE/Victoria, B.C.
- 4) Reconciliation Action Plan 2019-2022, passed by the Islands Trust on June 19, 2019, in the Coast Salish/Penelakut Territory, Galiano Island.
- 5) Islands Trust Council Strategic Plan 2025-2028 addresses objective to Strengthen Relations with First Nations.

ISSUE/OPPORTUNITY:

This funding request is for an additional year to complete the Hornby Comprehensive OCP & LUB Review project. This project aims to update the OCP and LUB regarding affordable housing, and implementing First Nations engagement recommendations.

The LTC has reviewed a draft engagement summary from the K’ómoks First Nation and will be advancing consideration of implementation once proposed Bylaws Nos. 176 and 177 (short term vacation rental bylaws) have been advanced to public hearing. The LTC considers engagement with K’ómoks First Nation to be a top priority as well as addressing the need for increased housing options to address the lack of affordable housing on the island.

PROJECTED RESULTS/DELIVERABLES:

- The proposed Major Project would implement First Nations engagement summary recommendations into new policies and regulations to protect cultural heritage resources and the natural environment as well as provide for more equitable housing options.
- Results in updated OCP and LUB bylaws for Hornby Island.
- Implementing actions in the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningful engagement with First Nations, to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.

RISK ASSESSMENT:

Factors potentially affecting the timing of project deliverables include:

- Regional Planning Team capacity and K'ómoks First Nation capacity to support the work. First Nation capacity and interest to engage may not align with desired project timelines.
- Unanticipated timing delays or extensions due to change of scope, trustee or staff availability/capacity, coordination with other IT projects, or other factors.
- The project has been taking longer to complete, running into multiple fiscal years.

ALTERNATIVES CONSIDERED:

Option 1: Proceed no further. The benefit of not proceeding further is budget savings. The risk of not implementing the First Nations engagement recommendations into updated policies and regulations may adversely impact relations with First Nations and threaten culturally significant areas of the island with status quo development. The risk of not proceeding with the review of increased housing options on the Island may adversely impact the ability for residents to develop secure rental housing options.

CRITICAL SUCCESS FACTORS:

- First Nation reconciliation efforts will be advanced.
- Ongoing, consistent, and positive efforts by LTC, supported by staff.
- Interest from K'ómoks First Nation to initiate and engage in discussion with the LTC.
- LTC completes Public Hearing by March 2027; ministerial approval and adoption by Fall 2027.

RECOMMENDED OPTION:

The present funding request is for \$5,000 for fiscal 2026/27 to allow the Hornby Island OCP/LUB project to be completed and implemented.

COST/BENEFIT ANALYSIS:Quantitative:

\$5,000 for fiscal 2026/2027

- \$2,500 - Legal Review of Drafting OCP and LUB amendment bylaws
- \$1,000 – CIM, Legislative Process including referral to First Nations and agencies
- \$1,000 - CIM and Public Hearing
- \$500 - Communications

Qualitative:

If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Hornby Island will no longer be able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its character. Most importantly, if no action is taken, we will fail to implement the Trust Council's mandate of preserving and protecting Hornby Island.

PURCHASING PROCEDURE: n/a

PROPOSED IMPLEMENTATION STRATEGY:

April 1, 2022 – March 31, 2027 over 5 years.

	Date Range	Budget Request
Legal Review of Drafting OCP and LUB amendment bylaws	Spring/Summer 2026	\$2,500
CIM, 1 st reading, further engagement, referrals to First Nations and agencies	Winter 2027	\$1,000
Consideration of changes and 2 nd reading	Spring 2027	0
Community Information Meeting and Public Hearing	March 2027	\$1,000
3 rd reading	Spring 2027	0
Forward to Executive Committee and Ministry of Municipal Affairs	Spring 2027	0
Final Adoption	Fall 2027	0
Bylaw amendment communications	Fall/Winter 2027	\$500

STAFF RESOURCING:

- 450 hrs Regional Planning Team Project Manager
- Up to 20 hours LTC Planner
- Up to 20 hours Regional Planning Manager
- Up to 20 hrs Admin Support (subject to other approved major projects)
- 40 hours Communications
- 20 hours GIS mapping
- 10 hours SIRA

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

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

Requested by: Hornby Island Local Trust Committee

Prepared by: Renée Jamurat, RPM, Planning Services / September 16, 2025

Reviewed by: Stefan Cermak, Director Local Planning Services/date



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

TO BE COMPLETED BY INITIATOR	
<p>Requested by (Committee or Operational Unit): Lasqueti Island Local Trust Committee</p>	<p>Budget Source (select all that apply):</p> <p><input type="checkbox"/> Specific Project Funding (select all that apply)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary <p style="padding-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> Other – please describe: _____</p> <p>For fiscal year 2026-2027:</p> <ul style="list-style-type: none"> - Community consultation, shoreline value mapping exercise, First Nations consultation, Capacity agreement if required, support for advisory bodies, and contingency
<p>Department: LPS - Planning Services</p>	
<p>Name of Request: Lasqueti Island OCP Review - Major Project</p> <p>(Year 1 of 3 project)</p>	
<p>\$ Value of Request</p> <p>2026-27: \$14,000 est. 2027-2028 = \$6,000 est.</p> <p>Budget to-date: \$29,500 2025-26 = \$15,500</p>	
<p>Date of Submission to Finance: October 2025</p>	<p>Funding Required for (date range): April 1, 2026 – March 31, 2027</p>
<p>TIE TO ISLANDS TRUST GUIDING DOCUMENTS: The most recent Islands Trust Council Strategic Plan 2018-2022 contains objectives to:</p> <ul style="list-style-type: none"> • Preserve, protect and advocate for forest and terrestrial ecosystems • To preserve and protect marine ecosystems • Mitigate and adapt to climate change impacts • Strengthen Housing Affordability Throughout the Islands Trust Area 	

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

ISSUE/OPPORTUNITY:

The Lasqueti Island Local Trust Committee would like to build on the work completed to date regarding minor updates to the OCP and LUB by undertaking a fulsome review of both the Official Community Plan (OCP) and Land Use Bylaw (LUB) to inform necessary updates.

To consider work completed within a practical timeframe, the proposed work is requested to now only complete the OCP review over the next 2 fiscal years, instead of the desired work for both the OCP and LUB reviews.

The continued work on the OCP review will fill gaps that were not addressed in the existing project to review the OCP. The minor project that was undertake prior to 2025 had a limited scope which has resulted in some emerging issues not being addressed. This project will include opportunities to improve communication and relationships with First Nations, and engage with the Island community in order to address future housing needs, climate change, shoreline planning, and work towards Islands Trust strategic goals.

This project proposes community consultation, First Nations engagement and staff analysis to inform update to the OCP. A future budget request will be required to complete an update to the Land Use Bylaw in subsequent fiscal years.

As a Major Project, the work will be managed by the Regional Planning Team.

LA-2024-005

It was MOVED and SECONDED

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

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

CARRIED

PROJECTED RESULTS/DELIVERABLES:

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

Anticipated Deliverables could include:

Workplan Overview	
Deliverable/Milestone	Date
First Nations consultation	Fall 2025 - 2027
Topic Focused Engagement with APC and Community	Winter 2026 – Spring 2026

Analysis	Spring – Fall 2026
Milestone: LTC Endorses Engagement Summary, Reviews Policy Options	Winter 2026
Milestone: OCP Bylaw Drafting	Winter 2026 – Spring 2027
Revise & Legal Review	Spring 2027
LTC Reviews Draft OCP Bylaw for final changes	Summer 2027
Milestone: LTC Gives Revised Second Reading & Proceed to PH	Summer 2027
Statutory referrals*, CIM, public hearing, statutory notifications	Fall 2027
Milestone: Second/Third Reading OCP/PH	Winter 2028

RISK ASSESSMENT:

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

Financial implications:

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

Resource requirements:

- Staff resources: The regional planning team may not be able to support the project due to other on-going projects or limited staff capacity. In addition, it is anticipated that overtime hours may be required for any engagement events and business meetings that occur outside of regular business hours.
- Unanticipated timing delays or extensions due to change of scope, trustee or staff availability/capacity, coordination with other IT projects, or other factors.
- Overtime hours have not been estimated at this time, however it is reasonable to expect based on a project of this kind.

Other implications:

- First Nations' capacity, interest/priority, and timing may not align with project timelines.
- Project will not be completed prior to the current LTC term ending, and new elected officials may have different priorities outside of the scope of this project. In this scenario, staff would not prepare a business case until the new LTC requests a review of land use bylaws.
- Once the project is underway, the LTC may choose to not advance the draft bylaw to readings.

ALTERNATIVES CONSIDERED:

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

- Benefits – Staff time will be focussed to completing existing projects and LTC meeting business, and any new approved minor projects. The Regional Planning Team may provide a checklist for all OCPs and prioritize reviews through the Regional Planning Committee (re: Policy 5.9.1, section B.1.3).
- Risks – Restricted time left in LTC term to take on a major project in another fiscal year.
- Financial implications – Trust Council does not budget funding for this project.
- Resource requirements – none.
- Other implications – Regional Planning Team time would be allocated to major projects for other Local Trust Areas.

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

- Benefits – More chance of success to complete the project within the LTC term.
- Risks – Any new changes that come up through the process that require increased budget, time or engagement would be out of scope. Would not address all the LTC’s requested items. Will be unable to conduct fulsome engagement with First Nations and the community given the limits of minor project resources. Over time, could result in numerous minor projects which will not be efficient use of staff time when compared to a single major project.
- Financial implications – Budget is less than a major project and can be accommodated within the minor project budget through Planning Services.
- Resource requirements – Substantial support staff time may not be available as they will be prioritized to major projects.
- Other implications – potential delay addressing some LTC identified issues with bylaw amendments. Would not allow for all interrelated factors and topics to be considered in a single project.

CRITICAL SUCCESS FACTORS:

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

- OCP Bylaw adoption
- Sufficient capacity and interest from First Nations to engage on the project
- Staff capacity in the Regional Planning Team and staff support

The project would be considered successfully completed if relevant amendments to the OCP are adopted.

Success could be measured over the longer term through measurables such as:

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

RECOMMENDED OPTION:

The recommended option is to continue this work as a Major LTC Project at the requested amount of \$14,000 for this 2026-2027 fiscal year. This provides sufficient funding to complete the anticipated project work that has not yet been initiated by the Regional Planning Team at time of this business case submission.

The alternative is for the LTC to be revised in scope as a minor project. If taken on as a minor project, the project scope would be reduced.

COST/BENEFIT ANALYSIS:

Quantitative Analysis: \$14,000 for fiscal 2026-2027

- First Nations Engagement - \$8,000 *to continue project work as needed.
- Consultation (APC, stakeholders, community, communications) – \$5,000 *to continue project work as needed.
- Staff analysis and recommendations – \$1,000

Qualitative Analysis:

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

PURCHASING PROCEDURE:

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

PROPOSED IMPLEMENTATION STRATEGY:

The project is proposed to be completed over 3 fiscal years as a major project anticipated as:
FY2025/26 consisting of consultation and review of options, analysis, and drafting. With anticipated continuation into the next year to complete work.

FY2026/27 consisting of final drafting, legal review.

FY2027/28 consisting of continued legislative process and adoption.

STAFF RESOURCING:

- 450 hours (0.33 FTE) Regional Planning Team Project Manager
- Up to 40 hours LTC Planner Support
- 20 hours GIS - Mapping
- Up to 100 hours Administrative Support *subject to other approved major projects
- 40 hours Communications Specialist
- 40 hours Senior Indigenous Relations Advisor (SIRA) Support
- Up to 10 hours Regional Planning Manager

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

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

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

Prepared by: Renée Jamurat, Regional Planning Manager / September 23, 2024

Reviewed by:



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

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

TO BE COMPLETED BY INITIATOR

<p>Requested by (<i>Committee or Operational Unit</i>):</p> <p>Salt Spring Local Trust Committee (SS LTC)</p>	<p>Budget Source (select all that apply):</p> <p><input type="checkbox"/> Specific Project Funding (select all that apply)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense Staff <input type="checkbox"/> Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <p><input type="checkbox"/> Computer Hardware/Software</p> <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <ul style="list-style-type: none"> <input type="checkbox"/> New Staff Resources (see Staff Costing Tool) <input type="checkbox"/> Permanent Temporary <p>Temp Duration: _____</p> <p><input checked="" type="checkbox"/> Other – please describe:</p> <ul style="list-style-type: none"> • Ongoing Engagement with First Nations with interests on SSI • Project Consultant contract • Communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications • Technical support on virtual and in-person community engagement meetings
<p>Department:</p> <p>Planning Services</p>	
<p>Name of Request:</p> <p>Major amendment to SS OCP and SS LUB</p>	
<p>\$ Value of Request (<i>indicate by fiscal year and total if project is multi-year</i>):</p> <p>2025-26 - \$160,000 2026-27: \$75,000 (from surplus unspent in 2025/26)</p>	
<p>Date of Submission to Finance: September 15, 2025 SSLTC endorsed: September 11, 2025</p>	<p>Funding Required for (date range): April 1 2026-March 31, 2027, \$ 75,000</p>

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

Explicitly intended to implement the Islands Trust Policy statement and committed to collaborate with the Islands Trust Policy Statement development team until its adoptions and to and adapt as needed through its consideration, as needed. Project will improve bylaw enforcement by ensuring clarity and accessibility in their development.

ISSUE/OPPORTUNITY: *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed?*

Include background information that decision makers will need to properly assess this request.)

This business case involves the underspent project budgets for the 2025/2026 fiscal year (FY2025/26) that was approved by the Islands Trust Financial Planning Committee to be carried over to the 2024/2025 budget cycle.

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

- early and ongoing consultation with 13 First Nations that have territorial interests in SSI,
- a robust public engagement process,
- preparation of a comprehensive draft of a revise OCP and LUB. The major amendment to SS OCP continues to advance the Housing Action Program (HAP) and the Salt Spring Island Community Wildfire Resiliency Plan. Of paramount importance is the identification of opportunities to diversify housing choice and the supply and affordability of housing.
- An updated LUB will reflect the policies and goals of the revised OCP and out them into regulatory action, in accordance with strategic policy.

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

The following deliverables will be achieved through the Salt Spring Island OCP-LUB Update Project:

1. Updated Salt Spring Island Official Community Plan
2. Updated Salt Spring Island Land Use Bylaw
3. Monitoring Plan

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

Item Descriptions	Total 2-Year Project Budget	Total FY2025-26 Cost	Total FY2026-27 Cost
Early and ongoing consultation with 13 First Nations with treaty and territorial interests on SSI	\$52,000	\$26,000	\$ 26,000
Consultant to conduct and facilitate a robust and inclusive public engagement program and policy options development	\$171,000	\$126,00	\$45,000
Communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	\$9,000	\$6,000	\$3,000
Technical support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community engagement meetings	\$3,000	\$2,000	\$1,000
Total	\$235,000	\$160,000	\$75,000

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

The previous request stated that if funding was approved, a request to carry over unspent money will likely be required.

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

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

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

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

Approve the request to secure the approved \$235,000 over two-years by re-funding the balance of \$49,000 funds not anticipated to be spent in the 2025-2026 fiscal year to the 2026-2027 fiscal year in addition to funding an additional \$26,000 to complete the OCP-LUB Project to **increase housing options and housing equity** on the island in ways that integrate:

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

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

Quantitative:

- \$171,800 over two fiscal years for a project consultant team to refine a draft consultant Scope of Services, develop project management systems, and design execute a bylaw review program that incorporates significant and inclusive public and interest holder engagement and delivers revised bylaw documents and reports
- \$52,000 over two fiscal years for early and ongoing consultation with First Nations to be undertaken by Islands Trust staff.
- \$12,000 over two fiscal years is requested to support incidental, logistical, and legislative costs. These include printing and publication, venue rentals, legal notices, and any potential legal or third-party reviews needed to complete the project.

Qualitative:

The need for a plan review on Salt Spring is very timely given a number of contextual factors that impact the approach to land use governance on Salt Spring Island. These include:

1. The recent and upcoming completion of numerous policy projects that change public and organizational expectations, such as the Islands Trust Policy Statement update and the Housing Needs Assessment.
2. Infrastructure investments and policy changes in water and wastewater service providers that will improve the capacity and certainty of reliable servicing for more housing.

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

Per Islands Trust and BC procurement process for hiring consultants.

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

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

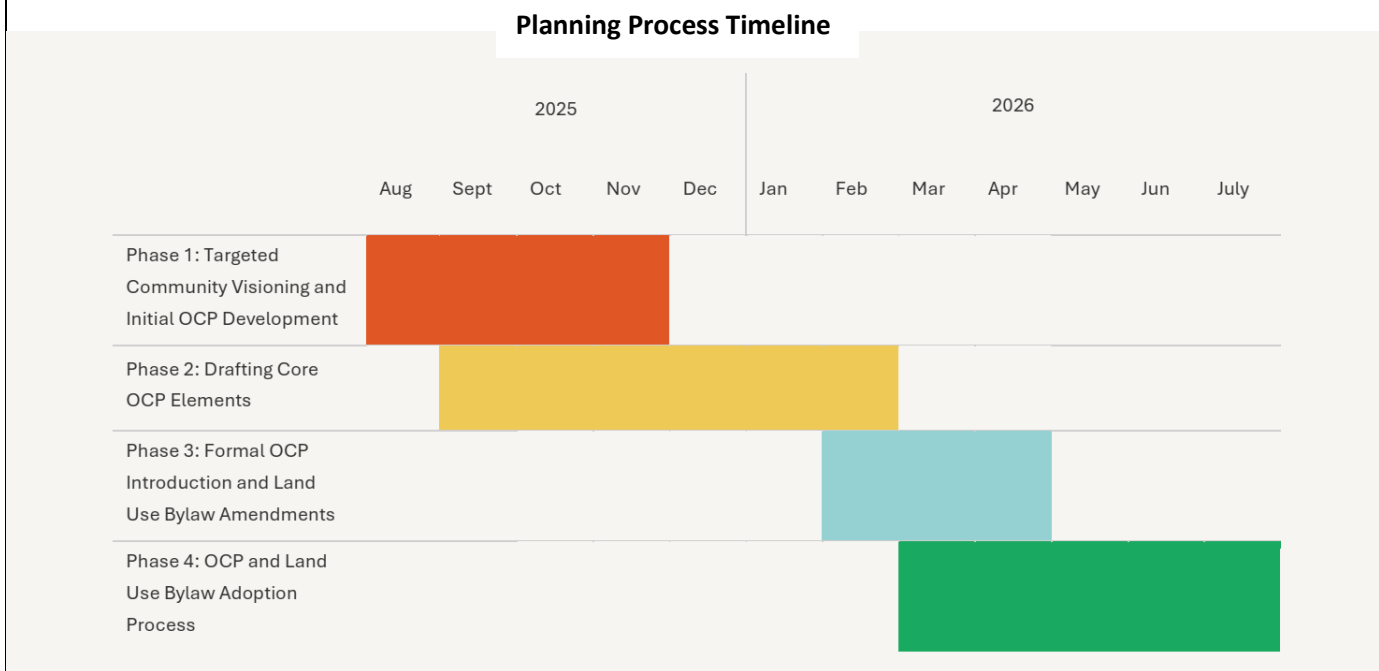


Table 1: Planning Process

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

As proposed, this is an Extraordinary Project under Trust Council Policy 6.2.1 due to its budget and anticipated staff resourcing needs. (~1,800 hours/year/staff = 1.0 FTE)

- RPM: 0.15 FTE (270 hours)
- Island Planner: 0.75 FTE (1350 hours)
- Planner 2: 0.4 FTE (720 hours)
- Admin: 0.1 FTE (180 hours)
- Information Services (Mapping): 0.1 FTE (180 hours)

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

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

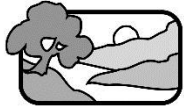
A change management structure is proposed to ensure that the project achieves its intended objectives and outcomes on time and on budget. However, it is also understood that new information or developments often emerge in the course of public policy processes that may impact the original project plan.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

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

Requested by: Salt Spring Island Local Trust Committee

Prepared by Chris Hutton, MCIP, RPP, Regional Planning Manager, September 15, 2025

Amended per LTC Direction:



Islands Trust

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

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

TO BE COMPLETED BY INITIATOR

<p>Requested by (Committee or Operational Unit): Salt Spring Island Local Trust Committee</p>	<p>Budget Source (select all that apply):</p> <p><input checked="" type="checkbox"/> Specific Project Funding (select all that apply)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary <p style="margin-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> Other – please describe: Meeting Costs; advertising</p>
<p>Department: Planning Services</p>	
<p>Name of Request: Salt Spring Island Watershed Protection Plan 2022-2032 Coordination (SSIWPA)</p>	
<p>\$ Value of Request (indicate by fiscal year and total if project is multi-year):</p> <p>\$55,000 * to be funded through unspent special property tax requisition funds from previous fiscal years</p>	
<p>Date of Submission to Finance: September 12, 2025</p> <p>Amendments made by staff in blue to address Trust Council Bylaw 154. Requires approval by SS LTC.</p>	<p>Funding Required for (date range): April 1, 2026-March 31, 2027</p>
<p>TIE TO ISLANDS TRUST GUIDING DOCUMENTS: (Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.)</p> <p>Trust Council Bylaw No. 154 In 2013, Islands Trust Council adopted Bylaw No. 154 that delegated authority to the Salt Spring Island Local Trust Committee (LTC), for the purpose of preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area, the power to:</p> <ul style="list-style-type: none"> • Coordinate and assist in the determination of regional, improvement district and government 	

- of British Columbia policies;
- Coordinate the implementation of regional, improvement district and government of British Columbia policies; and
- Coordinate the carrying out of regional, improvement district and government of British Columbia policies

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

Salt Spring Island Official Community Plan Bylaw No. 434

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

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

Salt Spring Island Watershed Protection Plan 2023-2032

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

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

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

Watershed Protection Governance and Coordination: Priority Projects

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

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

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

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

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

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

Since 2013 SS LTC has funded the coordination of watershed protection work on Salt Spring Island through the Salt Spring Island Watershed Protection Alliance (SSIWPA). In July 2023 SS LTC signalled a desire to see coordination of SSIWPA transfer to the Capital Regional District (CRD). However, CRD will not be in a position in the 2025/26, or 2026/27 fiscal year to administer a SSIWPA-like entity. Despite SS LTC retaining responsibility for coordination of the Salt Spring Island Watershed Protection Plan 2023-2032, staffing shortages have led to an ongoing inability to significantly advance this project. If it can be advanced in the medium term, results/deliverables of this funding request will be as follows:

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

Proposed project spending is as follows:

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

\$10,000 – First Nations engagement

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

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

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

A core risk in the 2025-2026 Fiscal Year has been limited staff availability to undertake this work.

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

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

Benefits – SSIWPA membership and structure is already in place.

Risks – (1) Maintaining SSIWPA would require successful procurement process to hire contract coordinator; (2)

Because of its structure, SSIWPA’s success in coordinating watershed protection action has been limited.

Financial implications – None, provided that work is contained to the available budget.

Resource requirements – This would be a net reduction in staff resource requirements, but would still require resources not available at this time, given the OCP-LUB Project and ongoing staff shortages.

Other implications – N/A

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

Benefits – (1) SSIWPA membership and structure is already in place. (2) May ensure delivery of the project in a sooner timeline.

Risks – (1) Maintaining SSIWPA requires successful procurement process to hire contract coordinator; (2)

Because of its structure, SSIWPA’s success in coordinating watershed protection action has been limited; (3)

Special property tax requisition for Salt Spring Local Trust Area may be politically unpopular. (4) *Financial implications* –

New special property tax requisition required

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

Other implications – N/A

Option 3: Do not coordinate WPP implementation

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

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

Financial implications – If SS LTC does not fund WPP implementation initiatives related to governance, it could, [with confirmed completion of SSIWPA coordination and the purpose for which special property taxes were received](#), use unspent special property tax requisition funds to support action items with the WPP.

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

Other implications – N/A

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

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

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

That the SS LTC requests Islands Trust [Council to FPC](#) include a draw of \$55,000 from unspent special property tax requisition funds in fiscal [2025/2026 2026/27](#) to [continue to support Watershed Protection Plan 2023–2032 Coordination](#).

- [Coordinating and assisting in the determination of regional, improvement district and government of British Columbia policies;](#)
- [Coordinating the implementation of regional, improvement district and government of British Columbia policies; and](#)
- [Coordinating the carrying out of regional, improvement district and government of British Columbia policies;](#)
- [As per Trust Council Bylaw 154.](#)

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

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

Proposed SS LTC spending on this initiative in fiscal 2026/27 does not require new taxation as it will be drawn from **unspent special property tax requisition funds**.

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

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

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

Should staffing availability improve, Completion of the proposed results and deliverables would be undertaken by staff in coordination with LTC. Staff will advise LTC prior to restarting this work.

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

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

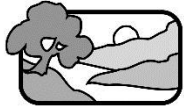
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

This project entails an exploration and potential creation of new governance options for watershed protection on Salt Spring Island in coordination with the Capital Regional District, North Salt Spring Waterworks District and the Government of British Columbia. Engagement is likely to bring change, but any change to deliverables, timeline, or budget would be reported to LTC for consideration and subsequent notification undertaken as necessitated by Islands Trust Council Policy.

Requested by: Salt Spring Island Local Trust Committee

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

Amended by: Stefan Cermak, Director Planning Services / November 7, 2025



Islands Trust

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

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

Updated information provided in blue font – November 2025.

TO BE COMPLETED BY INITIATOR

<p>Requested by (<i>Committee or Operational Unit</i>):</p> <p>Salt Spring Island Local Trust Committee</p> <p>Department:</p> <p>Planning Services</p> <p>Name of Request:</p> <p>Salt Spring Island Groundwater Sustainability (Well-Monitoring)</p>	<p>Budget Source (select all that apply):</p> <p><input type="checkbox"/> Specific Project Funding (select all that apply)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary <p>Temp Duration: _____</p> <p><input checked="" type="checkbox"/> Other – please describe:</p> <p>Communications and education materials; meeting costs; specialized skills and equipment to remove well monitors</p>
<p>\$ Value of Request (<i>indicate by fiscal year and total if project is multi-year</i>):</p> <p>\$16,500</p> <p>Amendments made by staff in blue to address Trust Council Bylaw 154. Requires approval by SS LTC.</p>	
<p>Date of Submission to Finance:</p> <p>September 12, 2025</p>	<p>Funding Required for (date range):</p> <p>April 1, 2026 to March 31, 2027</p>

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

[Salt Spring Island Watershed Protection Plan, 2023-2032, dated March 2023](#) – identifies continuing groundwater wells and lake level monitoring program.

[Islands Trust Freshwater Sustainability Strategy. Dated December 2021.](#) Monitoring wells part of groundwater sustainability science program and watershed sustainability science program. Well data collected informs state of freshwater report.

Trust Council Strategic Plan, 2025-2028. Key Initiative 2.1.3 – Update and Implement Freshwater Sustainability Strategy.

*Islands Trust Council Bylaw No. 154 – bylaw delegating certain powers of the Islands Trust Council to the Salt Spring Island Local Trust Committee related to preservation and protection of water resources in the Salt Spring Island Local Trust Area. **Not applicable to this project.***

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

The Salt Spring Island Local Trust Committee, via SSIWPA, partnered with land owners in 2018 to install ground water and surface water monitoring stations. Further data retrieval is required as is planning for data loggers end of life and their retrieval. This business case is brought forward as a strategy to mitigate financial risk of excess cost to retrieve well loggers.

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

Results/deliverables of this funding request are:

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

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

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

This business case is brought forward as a strategy to mitigate financial risk of excess cost to retrieve well loggers.

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

Option 1: Not set aside funding for data logger removal

Benefits – May find ways to allocate funds to other freshwater projects, but this would require other work that is not planned at this time. Funds cannot go back into general revenue.

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

Financial implications – Unplanned expense at some time in the future

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

Option 2: Remove data loggers now

Benefits – Money would be spent and liability managed

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

Financial implications – Would use funds, but may involve a need for additional funds to

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

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

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

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

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

Provide same funding as the 2024-2025 fiscal year to support the ongoing collection of well monitoring data.**

Estimated expenses associated with conclusion of the pilot project are:

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

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

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

Removal of the data loggers at the request of land owners is non-negotiable.

*** Note that special property tax funding requisitioned for the coordination of water management on Salt Spring Island is not available for this project. Trust Council Policy 6.3.2 Special Property Tax Requisition, Section 6.3 is clear that the special property tax funds may only be used for the program they were requisitioned for, unless that program has concluded, and the funds are therefore no longer required for that program. The water management coordination program has not concluded.*

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

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

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

Under the recommended option, there is no anticipated timeline for the removal of data loggers.

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

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

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

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

Requested by: Salt Spring Island Local Trust Committee

Prepared by: Chris Hutton, Regional Planning Manager/September 8 2025

Amended by: David Marlor, Director of Legislative and Information Services / November 7, 2025

Amended by: Stefan Cermak, Director of Planning Services / November 7, 2025

To: Financial Planning Committee **For the Meeting of:** October 22, 2025
From: Planning Services **Date Prepared:** October 8, 2025
SUBJECT: Planning Services – Projects Feasibility Assessment

PURPOSE

To provide the Financial Planning Committee with a feasibility assessment comparing Planning Services related budget case submissions for the next fiscal year (FY2026/27) to projected available staff resources.

SUMMARY

Planning Services have 11 major projects requesting resources for next fiscal year. The total funding request is \$253,500 (\$71,500 from unspent special tax requisition). The estimated Planning Services staff resources from the Regional Planning Team (RPT) totals 4,700 hours.

Planning Services has 5,400 hours of RPT resources available - when fully staffed. However, at time of drafting this report, the RPT has been functioning at slightly over 50% (~2,700 hours) due to various leave issues. Staff are working towards filling vacancies within the RPT but are not confident that we will have 100% of RPT resources available next fiscal. Therefore, staff have assumed a more conservative estimate of available staff time to be 75%, or 4,050 hours.

RPT has yet to function at full capacity in the last three years since implementing [Policy 5.9.1](#) which created the various planning service teams. Instead, Planning Services have been filling the need for more RPT resources by drawing from the Local Planning Team (LPT). Planners from the LPT undertake day-to-day planning functions of local trust committees, including managing minor bylaw amendments, processing of major applications and referrals, responding to enquiries, and administering local trust committee meetings. For clarity, RPT members are expected to draw some time from other planners and support team members; however, the enhanced draw has strained the workload of non RPT planners.

Business cases are requesting 2,360 hours Local Planning Team time to support major projects. This is equivalent to approximately 25% of LPT staff time if assuming 100% fulfillment of the LPT team (35% if assuming that 25% of the hours will be unrealized due to vacancies). This sets up a conflict between resourcing major and minor projects and has led to strains when assigning planners to be the “Island Planner” for a specific LTC. This is further exacerbated if considering improving engagement with First Nations, meeting increased community engagement expectations, and implementing Trust Council strategic priorities such as a new Policy Statement.

Put simply, Planning Services cannot provide enough resources to meet both major and minor project requests. To address the deficit, staff recommend:

- Trust Council not approve the new major project business case for Galiano Island Local Trust Committee.
- Limit the Regional Planning Committee to two projects next fiscal (Housing Strategic Action Plan and the Freshwater Sustainability Strategy).

- Approve Salt Spring Island LTCs two business cases with funding sourced from unspent special tax requisition; however, only assign staff resources to those two (watershed) projects when staff resources are available.
- Restrict approval of new minor projects until staffing levels within the RPT are at least 75% and in consideration of next fiscal being the end of term.
- Consider feedback from the Regional Planning Committee, after October 31, 2025, that may include further recommendations to prioritize resources to projects that meet their project prioritization criteria. Anticipated discussions will consider whether or not to prioritize resources to projects that appear to have changed their purpose and have been stalled or delayed such as Hornby Island and Gambier Island Local Trust Committee major projects.

This approach will lead to prioritizing conclusion of on-going major projects where milestones are being met in the current term.

BACKGROUND & ANALYSIS

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

Regional Planning Committee

Regional Planning Committee (RPC) undertakes projects to achieve actions in the Trust Council Strategic Plan and responsibilities as outlined in their terms of reference ([Policy 2.3.1](#)). RPC currently has three top priority projects with one ongoing major project waiting to be further implementing pending resources:

1. Bylaw Compliance and Enforcement Review
2. Implementing Biology into Decision Making
3. Implementation of the Fresh Water Sustainability Strategy.
4. Implementation of Housing Strategic Action Plan (pending resources)

RPC submitted one business case to review the Freshwater Sustainability Strategy and to develop an implementation plan (\$25,000). Both the Bylaw Compliance and Enforcement Review Project and Implementing Biology into Decision Making Project are expected to be complete by the end of the current fiscal period. Both projects will result in new operational procedures which will draw on management time.

Current work of the RPC is being advanced by management while planner resources are low primarily due to staff taking opportunity of temporary assignments elsewhere in the provincial workforce. This is not sustainable over the long term and impacts management time to review staff work, address staff performance, or to advance operational projects, strategic items and emerging issues.

Local Trust Committees

Major and Extraordinary Projects

Seven Local Trust Committees have submitted additional operations business cases requesting a total of \$253,500 for the 2026/27 fiscal year (Table 1) to support major projects. The focus of most projects are OCP/LUB reviews addressing the housing crisis.

Further resource requests that can be extracted from the submitted business cases include:

- 4,700 hours Regional Planning Team - Island Planners – project managers/primary planners
- 2,360 hours Local Planning Team support – administrative and planning support
 - 1,170 hours from this team are estimated to support the SSLTC OCP Review
- 385 hours Trust Area Services support – communications and indigenous relations support*
- 260 hours Legislative and Information services support – geographic information services and notices*

*This report only addresses the feasibility of planning services to provide the requested resources. Business cases have not been reviewed by other departments for feasibility of their team resources, nor do the estimates include consideration of operational projects such as implementing the Suitable Land Analysis.

Table 1 RPC and LTC Committee 2026/27 Projects Summary

Body	Item	2026 / 27 Request (\$)	RPT (hours)	Phase
DE	OCP / LUB Review	\$5,000	100	Drafting
GB	OCP / LUB Review	\$35,000	450	Engagement
GL	OCP Review	\$15,000	450	Initiation
GM	OCP / LUB Review	\$8,000	450	Drafting and Engagement
HO	OCP / LUB Review	\$5,000	450	Legislative
LA	OCP/LUB Review	\$14,000	450	Initiation (expansion of minor project)
SS	OCP/LUB Review	\$75,000	1,350	Engagement / Analysis
SS	Well monitoring	\$16,500*	150	Monitoring and Reporting
SS	SSIWPA	\$55,000*	100	No staff resources since 2024
RPC	Housing Strategic Action Plan	\$0	300	Various initiatives
RPC	Freshwater Sustainability Strategy	\$25,000	450	Analysis
	Total	\$253,500*	4,700	

*\$71,500 from unspent special tax requisition

Minor Projects

Each LTC is permitted one minor active project (under \$5,000). The Salt Spring Island Local Trust Committee may have up to three projects (combined major and minor - pending available resources).

A total budget of \$36,500 for minor projects is captured in a separate line item in the proposed 2026/27 budget. Minor projects are managed by the “Local Planning Team” consisting of senior planners assigned to undertake day-to-day planning functions of local trust committees, including managing minor bylaw amendments, processing of major applications and referrals, responding to enquiries, and administering local trust committee meetings. Salt Spring, Gabriola, Denman, and Lasqueti LTC major project business cases propose drawing support from the Local Planning Team.

- Salt Spring LTC has two proposed minor projects, legislatively advancing Bylaw 537 (Housing) and legislatively advancing a proof of water bylaw. Both of these minor projects are “off ramps” related to major projects. The projects may be able to advance when the SS team is fully staffed.
- Gabriola LTC does not have a minor project thus the draw of resources is complimentary and supportive of the major project.
- Denman LTC is proposing a new minor project involving OCP Amendments for technical updates and updates based on First Nations engagement. This work is complimentary and supportive of the major project proposal.
- Lasqueti LTC is proposing to upgrade its minor project to a major project although there are limited available within the Regional Planning Team. This project will not be able to advance without using LPT resources.
- Thetis LTC has a minor project approved for the current fiscal year, and will draw from the LPT resources.
- Ballenas-Winchelsea LTC does not have a minor project.

Funding Options

Trust Council may support all or some of the business cases as submitted. If Trust Council does not support the additional operations of LTCs as listed in Table 1, then the Trust Council special property tax requisitions ([Policy 6.3.2](#)) permit an individual LTC to request a special tax requisition. Special property tax requisitions are approved by Trust Council but only funded by the specific Local Trust Area requesting the funding and are not included in the general operations budget. Special property tax requisition requests are required to be reviewed prior to December Trust Council thus are no longer available until next fiscal cycle.

Trust Council Policy

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

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

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

Available Staffing Resources

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

The Regional Planning Team is currently assigned 1.6 out of 3 FTEs (one planner is working part time, one planner has taken employment elsewhere, and current strike action has stalled hiring new staff). Staff expect to address the vacancies before start of next fiscal. However, it has become clear that assessing feasibility on an ideal 100% staff compliment does not reflect actual hours worked thus staff are more cautiously estimating 4,050 hours based on 75% service levels over the entire year.

Staff estimate a total of 4,700 hours of requested RPT staff time based on business case submissions. Staff further estimate drawing approximately 2,360 staff hours from the Local Planning Team for major project support. As noted above, some efficiencies are feasible for minor projects managed by the LPT to compliment and support the RPT's major projects. As well, it is expected that RPT members will draw on resources from the LPT (or Current Planning Team) if resources are available and on as needed basis such as to support community engagement sessions. However, staff cannot meet this total demand. Therefore, staff recommend:

- Trust Council not approve the new major project business case for Galiano Island Local Trust Committee.
- Approve Salt Spring Island LTCs two business cases with funding sourced from unspent special tax requisition; however, only assign staff resources to those two (watershed) projects when staff resources are available.
- Limit the Regional Planning Committee to two projects next fiscal (Housing Strategic Action Plan and the Freshwater Sustainability Strategy).

- Consider feedback from the Regional Planning Committee, after October 31, 2025, that may include further recommendations to prioritize resources to projects that meet their project prioritization criteria.

ATTACHMENT(S)

1. Business Cases elsewhere in FPC Agenda package.

Prepared By: Stefan Cermak, Director, Planning Services

Concurred By: Rueben Bronee, CAO



REQUEST FOR DECISION

To: Regional Planning Committee **For the Meeting of:** January 13, 2026
From: Robert Kojima, Regional Planning Manager **Date Prepared:** December 19, 2025
SUBJECT: **Minor Project Criteria**

RECOMMENDATION:

1. That the Regional Planning Committee advise using the attached Minor Project Initiation Criteria and their implementation in the Director's determination of the allocation of resources for local trust committee Minor Projects.

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- 1 **PURPOSE:** To provide Regional Planning Committee with a summary of criteria that has been developed by the Local Planning Team for LTC Minor Projects.
 - 2 **BACKGROUND:** The Regional Planning Committee's Terms of Reference include the following:
 - Advising on the provision and allocation of resources to deliver local planning services to island communities;
 - Developing guidelines, policies and models for use by staff and local trust committees and/or Trust Council as requested by Trust Council.

Trust Council's Priority Setting/Review Guidelines Policy ([6.2.1](#)) states that each local trust committee may undertake one smaller project at any one time (other than Salt Spring, which may have a maximum of three projects). These 'Minor Projects' are in addition to any Major Projects approved by Trust Council and supported by the Regional Planning Team. Other than stating that Minor Projects are amendments to an official community plan and/or land use bylaw that take six to 12 months to complete, and / or require a budget of less than \$5,000, Trust Council's Best Management Practices for Delivery of Local Planning Services ([5.9.1](#)) provides limited guidance on the approval of Minor Projects. Projects are identified by each LTC, and do not need a business case, and a budget is allocated by the Director from funding provided by Trust Council in the annual budget. These Minor Projects are to be supported by planners from the Local Planning Team, typically the senior planner assigned to that local trust committee.

The Local Planning Team has identified an absence of criteria or guidelines for the initiation of Minor Projects, along with delays in completing on-going Minor Projects within endorsed timelines, as issues with some of the projects that these planners have been supporting. Some projects that started with appropriate timelines drag on into multiple fiscal years, with scope creep or extended community engagement, while other projects that are arguably trivial are prioritized at the expense of updating significant policies and regulations in the same or other local trust areas.

In order to assist in allocating limited resources efficiently, fairly, and equitably, the attached criteria have been developed with the assistance of the Local Planning Team to provide guidance to the Director of Planning Services in approving Minor Projects.

The attached 'Minor Project Initiation Criteria' proposes criteria by which new, and on-going, Minor Projects should be considered for approval of funding and allocation of staff time by the Director. Key criteria proposed include:

- There should be adequate budget and planner and other staff resources available to realistically support the substantial completion of the project within the estimated timeline.
- A new project should not be approved until any on-going project is completed, specifically this would include post-hearing staff work such as referrals to EC and the Minister, communications and other implementation measures.
- Projects should be within the jurisdiction of the LTC and the expertise of planners; advocacy, communications, administrative bylaws or relationship-building initiatives should not be considered as Minor Projects, but should be carried out with other funding and supported by other staff, such as Trust Area or Legislative Services.
- Minor projects should result in substantive amendments to an OCP or LUB that will advance a Trust Council priority, address a Trust-wide planning issue, implement an OCP by updating a Land Use Bylaw, implement model policies or regulations, or address specific land use issues.
- LTCs should not re-visit issues that have already been considered in the same or the previous term. This may be difficult for some trustees that feel that the mistakes of the previous term need to be corrected; however subsequent bylaw changes often tend to be minimal.
- Discretion to address minor issues is also included, such as technical amendments or completing Major Projects.
- On-going Minor Projects that have not been progressing should not be funded indefinitely, particularly where timelines are extended and project scope is expanded or changed repeatedly. In situations where projects are exceeding timelines or scope is expanding, LTCs may need to consider submitting a business case for a Major Project.

The approach recommended in the attached would shift the approval of LTC Minor Projects towards trust-wide priorities, a narrower focus on amending bylaws to address key land use issues, and increased accountability to complete projects in a timely manner, and away from the long-standing approach of broadly supporting local trust committees' autonomy to undertaken each LTC's chosen initiatives with funding and planner time.

Staff's recommendation supports Trust Council's approval of the Islands Trust 2025 Operational Review within which contained recommendations to:

- Not initiate any new projects in the 2026/26 fiscal year that are already underway,
- Trust Council, Executive Committee and the Conservancy Board adopt the practice of not directing staff to undertake any new work without **first requesting a project feasibility assessment to determine the operational impacts and preliminary implementation options.**

Staff's recommendation is for RPC advise using the proposed criteria and recommend that the Director implement the criteria for new or on-going Minor Projects. With Trust Council's direction that no new projects be initiated in the coming fiscal year, this will permit the criteria to be introduced to local trust committees during the post-election orientation with effective implementation in early 2027. It would also allow staff to develop supporting documentation such as checklists for potential new projects and to make revisions to the criteria.

Alternatively, RPC could identify changes or additions to the proposed criteria and request staff report back with minor changes.

Finally, if RPC does not support the use of these criteria, it may simply receive the RFD for information.

3 NEXT STEPS

1. Staff would implement the criteria in review and approval of future Minor Projects.

4 ATTACHMENT(S):

1. Draft Minor Project Criteria

RESPONSE OPTIONS

Recommendation: That the Regional Planning Committee advise using the attached Minor Project Initiation Criteria and their implementation in the Director's determination of the allocation of resources for local trust committee Minor Projects.

Alternatives:

1. That RPC direct staff to not proceed with implementation of the Minor Project Criteria at this time.
2. That RPC receive for information.

Prepared By: Robert Kojima, Regional Planning Manager

Reviewed By/Date: Stefan Cermak, Director Planning Services

Minor Project Initiation Criteria

1. **Purpose:** To establish policy direction for the Director in determining how to allocate resources to local trust committee Minor Projects.
2. **Background:** In addition to any Major Projects approved by Trust Council and supported by the Regional Planning Team, Trust Council policy [6.2.1](#) states that each local trust committee (other than Salt Spring) may initiate one smaller project to undertake at any one time. These Minor Projects are limited in scope, budget, and timeline, and are intended to be delivered by a local trust committee's assigned planner. Minor Projects are identified by the LTC, and do not need a business case, with a budget allocated by the Director of Planning Services. In order to ensure that limited resources are allocated efficiently, fairly, and equitably, and that projects well-defined, this policy has been developed to provide guidance to the Director of Planning Services in approving Minor Projects.
3. **Existing Policy**
Trust Council Policy [5.9.1](#) (Best Management Practices for Delivery of Local Planning Services) sets out the following Goals for Planning Services projects:
 - 3.1 LTC planning projects are well-defined and planned;
 - 3.2 LTC projects reflect community and First Nations expectations;
 - 3.3 Staff, trustees, the public, and partners have certainty and clarity around how projects get allocated, resourced, and carried out, leading to realistic expectations;
 - 3.4 Resource allocation is efficient, fair and equitable;
 - 3.5 OCPs and LUBs are systematically updated on a regular basis;
 - 3.6 Planning is both proactive and adaptive;
 - 3.7 Local Planning implements Trust-wide planning initiatives and tools (eg. strategies, model bylaws).

The policy also states that Minor OCP/LUBs reviews may be undertaken as part of a LTCs normal work program, pending available Local Planning Team resources and includes the following definitions:

Minor Policy/Regulatory Work – amendments to an official community plan and/or land use bylaw that take six to 18 months to complete, and / or require a budget of less than \$5,000.

Local Planning Team - a Planning team consisting of senior planners assigned to undertake day-to-day planning functions of assigned local trust committees, including managing minor bylaw amendments, processing of major applications and referrals, responding to enquiries, and administering local trust committee meetings.

4. Minor Project Criteria:

Minor projects are funded from a single fund allocated annually by Trust Council and disbursed by the Director. These Minor Projects do not require a business case that is approved by Trust Council during the annual budget cycle, may be initiated at any time, and are supported by the planner assigned to the local trust committee.

Planners typically are assigned to more than one local trustee committee, and are also assigned complex applications, support local trust committee business meetings, and provide general support for the local trust committee. As budget resources are limited and planner time may be otherwise allocated, the Director, with advice from the Regional Planning Manager, may not be able to approve all Minor Projects identified by local trust committees.

Additionally, local trust committees may wish to advance projects that, while considered a local priority, do not align with Trust Council priorities and would come at the expense of other potential work.

This policy seeks to ensure that Minor Projects are well-defined and planned; that resources are allocated efficiently, fairly, and equitably; and support planning projects that implement Trust-wide initiatives.

The Director should assess proposed new Minor Projects, and on-going Minor Projects that are extending into a new fiscal year, based on the following criteria:

- 4.1 The project should not be contrary to any Trust Council policy or resolution;
- 4.2 The project would be expected to result in amendments to an OCP, LUB, or administrative Bylaws;
- 4.3 There are adequate staff resources available to support the project;
- 4.4 The project should reasonably be expected to be substantially completed within 18 months;
- 4.5 Costs should not be expected to exceed the maximum amount identified in policy;
- 4.6 Community engagement should not be proposed or anticipated to exceed that typical for a minor project (e.g. only one of the following: notification, Community Information Meeting, Public Hearing);

- 4.7 Work on an on-going Minor Project in the same local trust area has been completed;
- 4.8 The project should address issues within the jurisdiction of the LTC and should not be intended to solely result in advocacy actions or policies;
- 4.9 Amendments to administrative bylaws should be initiated or supported by Legislative Services, be Trust-wide, and should not be considered for a local trust committee Minor Project;
- 4.10 Minor projects should not be relationship building initiatives, communications or educational initiatives, applications for a grant, or mapping products not related to bylaw amendments.
- 4.11 The project should not be substantively similar to a project already undertaken by the LTC in the current or previous term;
- 4.12 The project should not be a bylaw enforcement policy or initiative, these should be supported by Bylaw Compliance and Enforcement;
- 4.13 The project should not be an amendment for an individual property, these should be considered by application, including by sponsorship where appropriate;
- 4.14 The project should address one or more of the following:
 - 4.14.1 A strategic plan priority (e.g. ecosystem protection, housing, reconciliation);
 - 4.14.2 A broad land use issue that is not included, or not adequately addressed, in current bylaws (e.g. vacation rentals, a new provincial statutory requirement, implementation of Policy Statement directives);
 - 4.14.3 Implementation of OCP policies through land use bylaw amendments, particularly for a recently completed Major Project;
 - 4.14.4 A technical review or update that would address errors or omissions in the bylaw or changes to land tenure (e.g. new parkland);
 - 4.14.5 A review of policies and regulations for a specific area (e.g. a village plan);
 - 4.14.6 A review of policies and regulations for a specific land use (e.g. agriculture, home occupations);
 - 4.14.7 A review of an out-of-date associated islands bylaw;

4.14.8 Implementation of model policies or regulations (e.g. new DPA, new subdivision regulations, TUP guidelines, DAI bylaw).

4.15 The Director may consider allocating Minor Project funding for completion of a Major Project where the Major Project has been substantially completed in the previous fiscal year and limited funding is requested for steps such as a hearing or implementation.

4.16 The Director may consider not approving additional funding and resource allocation for on-going projects in the following circumstances:

4.16.1 Little substantive progress has been made and the project has substantively exceeded the timeline;

4.16.2 The scope of the project has expanded or altered substantially;

4.16.3 No significant or meaningful bylaw amendments are being considered;

Where the scope or timeline of an on-going Minor Project has exceeded that originally approved, the Director may recommend that a local trust committee submit a business case for a Major Project to complete the work.

DRAFT