Islands Trust

Regional Planning Committee
Revised Agenda

Date: Tuesday, January 17, 2023

Time: 9:00 am - 12:00 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. **COMMITTEE ORIENTATION**

   3.1 **Meeting Orientation** 3 - 15

   3.2 **Council Committee Toolkit** 16 - 29

   3.3 **Council Committee Policy 2.3.1** 30 - 36

   3.4 **RPC Terms of Reference Policy 2.3.2** 37 - 37

   3.5 **Previous RPC Chair advice** 38 - 39

4. ***ELECTION OF RPC CHAIR AND VICE CHAIR***

5. **PUBLIC COMMENT PERIOD**

6. **DELEGATIONS**

   None.

7. **CORRESPONDENCE**

   None.

8. **ADMINISTRATIVE COORDINATION**

   8.1 **Draft Minutes of Previous Meetings**

   None. Previous minutes approved by outgoing RPC before term-end.

   8.2 **Resolutions Without Meeting**

8.2.1 **RPC RWM 2022-01 Adopt RPC Minutes of August 24, 2022** 40 - 40

For Information

8.2.2 **RPC RWM 2022-02 Cancel RPC Meeting of November 16, 2022** 41 - 41

For Information

8.2.3 **RPC RWM 2022-03 Schedule RPC Special Meeting of January 17, 2023** 42 - 42

For Information

8.3 Follow up Action List 43 - 47

For review

9. BUSINESS - OTHER

9.1 RPC 2023 Meeting Schedule - RFD 48 - 50

10. BUSINESS - NEW

10.1 LTC Business Case Prioritization 51 - 82

Note hyperlinks in briefing, including to Annex 1 of Governance Report

10.2 RPC Project Funding for 2023/23 - RFD 83 - 101

11. WORK PROGRAM

For review and referral to Trust Council before each quarterly TC meeting

11.1 Expectations and Preparation

11.2 Work Program Briefing 102 - 121

12. NEXT MEETING

To be determined.

13. CLOSED MEETING

If desired:

That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90, (quote the pertinent section here, for example, (1)(a) personal information about...) and that the recorder and staff [attend/not attend] the meeting.

14. RISE AND REPORT

If desired.

15. ADJOURNMENT

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

RPC - MEETING ORIENTATION

- Quorum
- Getting Items on the Agenda
- Making Motions
- Rules of Order

QUORUM

Interpretation Act

- A quorum is half of the membership
- For RPC, membership is 9, so quorum is 5
- The Islands Trust Chair is an ex-officio member of RPC but their presence at a meeting is not counted towards quorum

GETTING ITEMS ON THE AGENDA

Islands Trust

Best Practices

- If possible, give “notice of motion” to be considered for a future meeting
- Provide written motion with background to staff a couple of weeks before the meeting
- Use the Request for Decision (RFD) format
- Staff can help you with motion wording
- Ensure issues are something the committee can deal with (i.e. under terms of reference)

GETTING ITEMS ON THE AGENDA

Avoid

- Walking item into the meeting with no notice
- Verbally asking for an item to be on the agenda but not providing any written material

GETTING ITEMS ON THE AGENDA

Other ways to get items on the RPC agenda

- LTC pass a motion to ask RPC to consider a specified issue
- Trust Council pass a motion to ask RPC to consider a specified issue
- Write to the RPC with your concerns or issue

MEETING ETIQUETTE & MAKING MOTIONS

Meeting Etiquette

- The Chair runs the meeting according to legislation, bylaws, and Roberts Rules of Order
- Only speak "through the chair"
- Respect the process, don't interrupt
- If you have a concern, raise "point of order"

MEETING ETIQUETTE & MAKING MOTIONS

Making Motions

- To make a motion you would say "I move that Regional Planning Committee…" and then state your motion
- Motions should say who is asking and who is being asked (e.g. Move that RPC request staff to…")
- Motions should be self-explanatory and stand alone – don't assume reader will know the context of the motion

MEETING ETIQUETTE & MAKING MOTIONS

Making Motions - Seconder

- A motion needs a "seconder" – to second raise your hand when the Chair asks for a seconder
- Once seconded, the Chair will ask for debate – usually starting with the mover
- Once all debate has concluded, or the Chair has determined it has, the Chair will then call the vote

MEETING ETIQUETTE & MAKING MOTIONS

Making Motions - Voting

- When asked by the Chair for those in favour, raise your hand and hold it high until the Chair indicates to lower
- When asked by the Chair for those against, raise your hand and hold it high until the Chair indicates to lower
- If you do not vote, it is called abstaining
- Abstained votes are considered to be a vote in the affirmative (legislation)

RULES OF ORDER

- Most votes require a simple majority of those in attendance to carry a motion (provided there is quorum present)
- A tied vote is a defeated motion as it is not a majority
- When a motion is on the floor, the debate must be to that motion
- A motion to amend the main motion may be moved following the same rules as the main motion

RULES OF ORDER

- Some amendments may be deemed “friendly” (usually to correct grammar, or to make the motion more clear)
- The Chair is the person who identifies if the amendment is “friendly” by asking if there are any objections. If there are, a formal vote is required
- If there are no objections, the amendment is accepted “by general consent” rather than a vote
- “By general consent” is fine for motions not requiring any action (e.g. do not ask staff to undertake work “by general consent”)

OTHER ORIENTATION AND TRAINING

- December Trust Council – Eli Mina, Parliamentarian

QUESTIONS

Council Committee Toolkit

Executive Office

November, 2022

Contents

1.0 Council Committees

1.1 Committee Composition

Membership and method of appointment to the four Trust Council committees is established by Trust Council policy.

The **Regional Planning Committee** (RPC) and **Trust Programs Committee** (TPC) consist of trustees appointed by the Trust Council chair with one Executive Committee member as assigned by the Trust Council Chair. The Trust Council Chair is an ex-officio (non-voting) member of the Regional Planning Committee and Trust Programs Committee.

Financial Planning Committee (FPC) consists of the Chair (or an appointee) from each of the other standing committees (2), all members of the Executive Committee (4), a member chosen by the Islands Trust Conservancy board (1), and three other locally elected or municipal trustees (3).

The **Governance Committee** includes a maximum of seven trustees elected by Trust Council by the March Trust Council meeting in the calendar year following the quadrennial trustee election, and one trust-council elected appointee of Islands Trust Conservancy Board as assigned by the Conservancy Board Chair as ex-officio. The Chair of Trust Council is an ex-officio (non-voting) member of the Governance Committee.

Council committee members elect their Committee Chair and Vice-Chair at the first meeting of the term or as required. The Trust Council Chair may appoint an interim Council committee Chair when required. The Committee Chair will normally chair the Committee meeting. However, the Chair may designate the Vice-Chair to act as Chair. In the absence of the Chair and Vice-Chair, the committee shall choose a Committee member to act as Chair of the meeting.

Council committee members hold their seats until the end of their term as trustee unless they decide to step down.

Responsibilities and Authorities Assigned by Trust Council

Council committee responsibilities are assigned by policy or by resolution of the Islands Trust Council. Policies most frequently referenced by committees are summarized below.

Work assignments delegated to Council committees are made by Trust Council resolution and are recorded in the minutes and the Follow-Up Action List (FUAL). These assignments generally relate to short-term tasks.

Policy 2.3.1 – Council Committee System

Establishes that the role of Council committees is to:

- Provide policy advice to Trust Council in response to Council's referrals, committee initiatives and external requests of the Trust;
- Provide feedback to staff on matters going to Trust Council;
- Implement and maintain a committee-specific work program;
- Make recommendations to Trust Council on interagency liaison or protocol initiatives;
- Create subcommittees (or task forces) which may be comprised of Trustees, staff or external persons as required for a specific duration to examine a particular committee matter upon approval by Trust Council;
- Provide input and feedback to the annual budget process; and
- Provide input to Trust Council's organizational strategic planning process.

Council committee terms of reference provide an overview of specific Council committee roles and responsibilities, assigned by Trust Council, as follows:

Policy 2.3.2 Regional Planning Committee Terms of Reference

- Overseeing the procedures for processing of land use bylaws, permits etc.
- Responding to local trust committee planning needs applicable throughout the Trust Area;
- Advising on the provision and allocation of resources to deliver local planning services;
- Promoting opportunities for the enhanced public awareness of land use planning;
- Identifying and reporting to Council on emerging issues related to the committee's areas of responsibility for Trust Council direction;
- Developing guidelines, policies and models for use by staff and local trust committees and/or Trust Council as requested by Trust Council; and,
- Maintaining liaison with Islands Trust Conservancy and Trust Programs Committee, as required.

Policy 2.3.3 Financial Planning Committee Terms of Reference

- Facilitating Council's involvement in the annual budget process;
- Facilitating the linkage of the annual strategic planning process with the annual budget process;
- Reporting to and making recommendations to Council regarding the organization's financial management practices;
- Appointing from amongst its members, but excluding members of the Executive Committee and

trustees who are not members of Trust Council, an Annual Audit Committee for the purposes of the annual audit who will report directly to Council;

- Providing advice to the Islands Trust Conservancy on financial services and support available from Islands Trust; and,
- Monitoring and reviewing the Trust's financial management, budget and financial planning practices and to assess management's recommendations to Trust Council in these areas, through consultation with the Trust's auditors as required.

Policy 2.3.4 Trust Programs Committee Terms of Reference

- Identifying and reporting to Council on emerging issues related to resource management, land conservation, water management, marine environment, sustainable communities, conservation strategy, and public awareness/education (see Terms of Reference policy for details) for Trust Council direction;
- Developing guidelines, policies and models;
- Preparing recommendations for interagency initiatives and agreements;
- Providing input to research and information systems;
- Providing recommendations for legislation reform initiatives and feedback on proposed legislative amendments and legislation;
- Maintaining a liaison with the Islands Trust Conservancy.

Policy 2.3.5 Governance Committee Terms of Reference

The Governance Committee provides advice and recommendations to the Islands Trust Council and management by:

- Initially reviewing the Islands Trust Governance Report dated March 8, 2022 and submitting a prioritized list of the recommendations in that Report to Trust Council with advice as to possible actions.
- Identifying, evaluating and providing, on an on-going basis, advice to Trust Council on emerging governance and management issues with respect to areas of concern, best practices and appropriate structures and procedures to allow Trust Council to function most effectively.
- Maintaining a committee work program to manage committee initiatives and providing Trust Council with quarterly updates.
- Providing recommendations to Trust Council for legislation reform initiatives to improve Trust Council governance and management.

1.2 Relevant Legislation and Policies

1.2.1 Legislation

All provincial legislation can be found on the BC Laws website. Committee members may find it useful to refer to a particular section of the *Islands Trust Act*, *Local Government Act*, or other legislation from time to time.

1.2.2 Requests for Decisions

Trust Council Policy 2.2.1 – Requests for Decision establishes a process and format for presenting Requests for Decision to Trust Council.

1.2.3 Communications

Trust Council Policy 6.10.2 – Communications establishes designated spokespeople and responsibilities in regards to organizational communications.

1.2.4 Advocacy

Trust Council Policy 6.10.3 – Advocacy assigns the Executive Committee and the Chair several responsibilities in coordinating the Islands Trust's advocacy program, including considering requests from trust bodies for advocacy assistance and management of the related staff resources.

1.2.5 Work Program

Council committee work is managed through Work Programs, as per Trust Council Policy 6.7.1. Work Program, Follow-Up Action Lists and Priorities Chart. There are two general components to the Work Program: the Top Priorities and the projects List.

Top Priorities

Council committees may identify prioritized work items that are then listed under Work Program in order of priority. Work items can be significant and long-term, such as the development of a new policy, or may be relatively minor. However, a committee may only have the capacity to undertake one major or significant project at a time. The Top Priority projects, unless very minor, should have a project charter and budget before any significant work can begin.

Projects List

Council committees' projects list is a record of work the committee has been assigned by Trust Council or those items it may wish to initiate in the future, once current priorities have been addressed. Action does not generally occur until the item is approved and moved to the Priority list, subject to available time and resources.

Work Program Management:

- Early in the term, the committee should identify potential work program priorities in consultation with staff.
- Senior staff review potential projects and report back to the committee on the feasibility of the project including: options; availability of resources; project scope and timeline; budget requirements; and consistency with policies, legislation and the Islands Trust Strategic Plan.
- If additional resources are required, the project will need to be included as a budget request.
- Once a project is approved, staff will proceed with the work, reporting quarterly to the committee. The Director manages the staff resources to complete the project within the projected timeline, budget and scope.

Follow-Up Action List

The Follow-Up Action List (FUAL), as per Trust Council Policy 6.7.1, details actions arising from decisions and directions the committee made at a meeting and is the principle mechanism for ensuring that committee directions are carried out in a timely manner by the appropriate staff. Follow up action lists are drafted by staff after a committee meeting, with target completion dates and tasks assigned to the relevant staff person. Occasionally a member of the committee or the Chair will be requested by the committee to undertake an action and that can be noted on the FUAL. Once an action is done, it is noted as 'Done' on the FUAL, reported to the next committee meeting, and then removed from the FUAL. A FUAL report is generated for each committee meeting agenda.

Project Charters

A "project charter" is a document used by staff to communicate and track the scope, timeline, budget and deliverables of a project in a short, concise document. A project charter for a committee project is prepared by staff, approved by the Director, and presented to the committee for review and endorsement at the start of a project. The document is referred to throughout the life of a project to stay on track with the timeline, budget, scope and deliverables. All of these aspects of a project are liable to evolve and change over the life of the project and the charter can be revised accordingly. If a deliberate change is proposed, the impacts of changes should be carefully assessed. The committee reviews the progress of the project and makes decisions as needed.

1.3 Cooperating with First Nations

Islands Trust Council has committed to establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous peoples, and has stated that a commitment to Reconciliation is a long-term relationship-building and healing process.

Trust Council's Reconciliation Declaration and First Nations Engagement Policy guide actions of Trust Council, council committees and local trust committees. The work is also informed by:

- the Truth and Reconciliation (TRC) Calls to Action,
- the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP),
- the BC Declaration on the Rights of Indigenous Peoples Act (DRIPA), and,
- the Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice.

Staff are also guided by:

- the Draft Principles that Guide the Province of BC's Relationship with Indigenous Peoples and
- the Canadian Institute of Planning policy on Planning Practice and Reconciliation.

1.4 Resources

1.4.1 Staff Support

The Director of the relevant unit and an assigned planner/senior policy advisor/other staff provide the main staff support to the committee along with an administrative assistant. (See end of document for contact information).

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

1.4.2 Budget Support

Trust Council allocates a meeting expense budget for Council committees separate from funding for special projects.

Budget Category	**What is this used for?**
Meeting Expenses	Room rentals, travel, meals, teleconference charges, etc.
Strategic Plan program budget	Strategic Plan projects (e.g. water workshop series, Coastal Douglas-fir toolkit)

Special projects (e.g. development of model bylaws, research, outreach publications, education programs) of the committee may require a funding request during the annual budget process. Such funding would cover the costs of items such as meetings, travel, contractor time, consultation and communications, advertising, legal review, and any statutory notifications associated with a project. Staff time, usually the largest resource required, is not allocated to these budgets.

Project funding requests for an upcoming fiscal period are reviewed by the Financial Planning Committee during the normal budget cycle and recommended projects are forwarded to Trust Council for inclusion in the annual budget.

Any hiring of contractors for a project or application must be tendered and awarded in a manner consistent with Trust Council Policy 6.5.3 - Procurement Policy.

Islands Trust Website

The Islands Trust Website (www.islandstrust.bc.ca) contains webpages for the Council committees.

Committee members are encouraged to review their committee's webpages as they will be a useful source of information throughout the term. The website (What's Happening/Meetings and Events) contains meeting schedules, agenda packages, and draft or adopted minutes.

The Trust Area Services unit manages the Islands Trust website and establishes standards and consistency. Each committee's Director manages the committee web pages.

1.5 Meetings

Types of Meetings

Trust Council Policy 2.1.9 Meeting Procedure Guidelines provide some guidance on conduct of committee meetings.

There are two types of open meetings, as per Provincial Legislation:

- Regular Business Meetings are scheduled for a whole calendar year at the start of each year. These meetings may be cancelled or rescheduled throughout the year, if needed.
- Special Meetings are organized on an as needed basis.

Regular Meetings

Typically, the regular business meetings are where committee business is conducted. This includes consideration of briefings and requests for decision documents, along with routine business such as adoption of minutes and a work program. All meetings are open to the public unless specifically closed. Council committees rarely receive delegations, but provide an opportunity for them when requested.

Special Meetings

Special meetings are organized as needed and usually contain only one or two business items and usually do not include routine business such as approval of minutes. However, Council committees are not limited as to what business they may conduct at a special meeting. As special meetings are primarily used to deal with an urgent matter, and as Council committees do not typically deal with urgent business, special meetings for Council committees are uncommon.

Closed Meetings

The *Community Charter* allows local governments to conduct some business within a closed meeting, where the committee can choose who can attend (closed meetings are often referred to as 'in camera') and excludes all others. The *Community Charter* is very specific as to what business can and cannot occur within a closed meeting. A potential reason for a Council committee to go in-camera could be for the receipt of legal advice.

Electronic Meetings

Committees are encouraged to utilize web-conferencing arranged by staff as a cost efficient, low-carbon means of conducting meetings. A web-conference meeting shall be considered a duly constituted meeting, provided it has been scheduled with at least one week notice and that an agenda package has been distributed for trustees' review.

Scheduling Meetings

Trust Council Policy 2.3.1. Council Committee System sets out that the Council committees will have four meetings per year and that any further meetings must be planned within the approved Committee's meeting expense account.

Adoption of the annual regular meeting schedule for a calendar year typically occurs at a regular meeting in the fall of the preceding year. In an election year, this occurs as soon as possible at the beginning of the new term. Meetings are scheduled based on the following factors:

- the committee's preferred meeting day (typically the same day of the week), held quarterly;
- meetings are adjusted for statutory holidays, conflicts with Trust Council, Executive Committee, Islands Trust Conservancy, and local trust committee meetings;
- meetings are not scheduled for late in December and early in January due to Christmas office closure and potential weather-related cancellations;
- meeting start times are set with consideration of ferry schedules to minimize the impacts of staff overtime.

Arranging and coordinating committee meetings requires a significant amount of staff resources. Moving, cancelling and postponing regular business meetings will happen as it is a normal part of business. Staff will accommodate committee requirements; however, please bear in mind any change to a business meeting date requires a significant amount of 'unseen' staff resources. The staff time required to prepare and follow up on special meetings may be close to that of a regular business meeting.

Some factors for committee members to keep in mind regarding meeting planning:

- consideration of staff resourcing (including staff responsible for putting the agenda together and staff required for meeting attendance), and availability of all committee members and minute-takers;
- support staff are responsible for tracking all meetings, producing meeting notices, posting the meeting schedule on the website, booking meeting venues including catering if necessary, arranging for minute takers, ensuring that adopted minutes are signed and filed, as well as preparing, distributing and filing agenda packages;
- meetings are scheduled on a regular basis to provide certainty for all participants, to ensure ongoing business moves forward, and to ensure staff resources are available to prepare for and attend the meeting;
- The annual meeting schedule is adopted by a resolution of the committee;
- All committee decisions are conducted in meetings or by Resolution without Meeting (RWM) (see below).

Meeting Agendas

Agendas are prepared well in advance of all meetings and complete agenda packages are generally distributed to the members of the committee and posted to the website one week before the meeting. At a minimum, the agenda should include:

1) Approval of minutes of the previous meeting;
2) Follow Up Action List;
3) Council referral items.

Committee meeting agendas will be prepared by the designated staff in consultation with the Chair. The following is a guide to the timeline used for committee regular business meeting agenda preparation.

Days Before the Meeting:

14-19 days	Staff holds teleconference with Committee Chair to review the draft agenda content and timings.
14 days	Deadline for staff and trustees to identify agenda topics.
12-14 days	Documents in regards to approved agenda items to be submitted to Director and staff compiles agenda package in eSCRIBE.
8 days	Cut-off for agenda items, including correspondence and delegations
7 days	Trustees and relevant staff are notified of agenda package in WebDAV.
6 days	Agenda package is posted to the website and hard copies printed for meeting and filing.
1-7 days	Director and Chair are consulted if a late agenda is requested. Late agenda items are discouraged and should be for pressing matters only.

Routine or minor additions to existing agenda items may be distributed by email and added at the meeting.

During Meeting:

Late Items are discouraged. However, late items may be added with committee approval at the meeting. These items must be provided to staff to ensure the items are included in the agenda record.

Motions and Resolutions

Resolutions are the official record of committee decisions and are recorded in the meeting minutes. The importance of a well prepared motion cannot be understated, and the time a trustee spends preparing the wording for a motion will pay off. A clear resolution will allow staff and the public to understand the committee's direction now and in the future, and an unclear resolution can create confusion, delays, and time spent working on something not intended by the committee.

Chairs receive formal training on Robert's Rules of Order and the resolution process, but committee members can help the process by keeping the following in mind:

- Requests for Decision include wording in the form of a resolution. Trustees making motions should use this wording as the basis of the motion, even if it is amended somewhat. Staff reports also contain alternative options, usually worded in the form of a motion.
- Where a committee resolution is sought, but a Request for Decision document has not been prepared (e.g. for minor items), staff may add 'Agenda Context Notes' that may include a recommended resolution.
- Motions brought to the table by an individual trustee should be written out, prior to the meeting if possible, circulated to the other members of the committee and provided to the minute taker.
- Motions are moved and seconded. Motions can be seconded for discussion and the Chair can second a motion.
- Direction to staff should be in the form of a resolution.
- Discussion should occur after the motion has been moved and seconded.
- All resolutions must be voted on within a business meeting except RWMs (see below).
- Resolutions must stand alone and be as specific as practical by not referring to 'attached documents', although if required, documents should be referenced by title, date, and where appropriate, author.
- The Chair should always ask the minute taker to read aloud the motion before voting and ensure the minute taker has the resolution recorded correctly.

Meeting Follow Up

After a committee meeting, the Secretary updates and completes the Follow Up Action List (FUAL).

Resolutions Without Meeting

As described in Policy 2.2.3 – Trust Council Resolutions without Meeting, the *Islands Trust Act* grants Islands Trust bodies a unique authority to make decisions outside of meetings (by phone, email or fax). This power was given in consideration of the relative infrequency of meetings compared to meetings of municipal councils and regional district boards, and the need to make some decisions in a timely manner. Use of resolutions-without-meeting (RWM), rather than making decisions in an open meeting, should be considered only for routine matters.

It is important to keep in mind that trustees cannot discuss or debate RWMs with other members of the committee as that would violate RWM rules. RWMs are not conducted in public (although a report of completed RWMs is included in the regular business meeting agenda) and the logistics can take up considerable staff time. For these reasons, RWMs should only be used in situations where the business cannot wait to the next business meeting or a business meeting is not scheduled within a reasonable time period. Some examples where a RWM may be appropriate: a discussion and debate has occurred at a meeting but the decision was deferred; scheduling a special meeting; or adopting minutes.

When minutes are being adopted via RWM, trustees are able to review the draft minutes and reply to staff with comments. If trustees have only minor changes, then the minutes will be updated and sent back out for adoption by RWM. If staff receives conflicting, complex or debatable comments from individual trustees, then the process stops and the unaltered draft minutes will wait until the next committee meeting for discussion.

Approval of a resolution is given where a majority of the members of the Council committee entitled to vote on the resolution inform the Secretary or their designate of their approval in person, or by telephone, or by other means of telecommunication. A trustee may vote either "in favour", "opposed", or abstain from voting. Pursuant to the legislation, an abstention vote is counted as being in favour. A trustee may also withdraw from voting if they perceive a conflict of interest.

Once the vote has been conducted, the Chair shall declare the vote to have carried (passed) or defeated (failed) in accordance with the results. The vote shall be recorded as a resolution without meeting of the Committee.

Minutes

As described in Trust Council Policy 6.13 – Islands Trust Minutes Guidelines, all committee meetings must have an official record, referred to as Minutes. Minutes are intended to be a record of decisions that were made, not a record of everything said at a meeting.

Once draft minutes have been prepared by the Secretary, they must be reviewed by the Chair of the committee for informal feedback before circulation to members and posting on the Islands Trust website. The Chair may make suggestions to enhance the clarity and accuracy of the minutes, but may not alter the draft minutes to modify decisions with which they disagree. Any substantive changes must be brought to the next meeting for formal amendment by the body.

Once finalized, the draft minutes will be placed on the next committee meeting agenda for consideration of adoption. Occasionally, the minutes are forwarded to the trustees for comment by email and then adopted by RWM. Please see earlier section: Section 26 Resolutions-Without-Meeting (RWM).

Once the committee has approved the minutes, the adopted set of minutes are posted to the website and form part of the public record. The adopted minutes will be signed by the Chair and by the Secretary and filed.

Policy:	2.3.1
Approved By:	Trust Council
Approval Date:	March 6, 1998
Amendment Date(s):	September 11, 2008; March 14, 2018; June 8, 2021; September 21, 2022
Policy Holder:	Chief Administrative Officer

COUNCIL COMMITTEE SYSTEM

Purpose

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

A. Definitions

Select Committee means a committee established and elected by Trust Council to consider or inquire into any matter and to report its findings, opinions and recommendations to Trust Council.

Standing Committee means a regular permanent committee of Trust Council.

B. Policy

1. Establishment and Membership

1.1 Standing Committees

1.1.1 A Council Committee System is adopted by Trust Council comprised of four standing committees and the Executive Committee (see Attachment 1):

1.1.1.1 Regional Planning

1.1.1.2 Financial Planning

1.1.1.3 Trust Programs

1.1.1.4 Governance

1.1.2 Membership for the Regional Planning, Financial Planning and Trust Programs committees includes trustees who have been appointed by the Trust Council Chair.

1.1.3 The Governance Committee consists of seven members of Trust Council who have been elected by Trust Council. Election of the Governance Committee shall occur by the March Trust Council meeting in the calendar year following the quadrennial trustee election.

1.1.4 One Executive Committee member will be assigned by the Trust Council Chair to the Regional Planning Committee and the Trust Programs Committee.

1.1.4 The Financial Planning Committee is comprised of all members of the Executive Committee, the Chair (or designate) of the Regional Planning Committee and the Trust Programs Committee, a member chosen by the Islands Trust Conservancy Board and three (3) other local or municipal trustees.

1.1.5 By the second Trust Council meeting following the quadrennial trustee elections, or as required, the Chair of Trust Council will recommend appointments to the Regional Planning, Trust Programs and Financial Planning committees for ratification by Trust Council, based on an indication of interest by trustees and on Trust Area-wide considerations.

1.1.6 The Trust Council Chair is an ex-officio member of the Trust Programs, Regional Planning, and Governance committees.

1.1.7 One of the two Trust Council elected members of the Islands Trust Conservancy is an ex-officio member of the Governance Committee, as determined by the Chair of the Islands Trust Conservancy.

1.2 Select Committees

1.2.1 Select committee membership is comprised of trustees who have been elected by Trust Council.

1.2.2 Select committees must have terms of reference established and approved by Trust Council.

1.2.3 If the Trust Council Chair is not an elected member of a select committee pursuant to section 1.2.1, they or designate shall be an ex-officio member of each select committee.

1.2.4 The agenda for select committees should include:

1.2.4.1 Approval of previous meeting minutes

1.2.4.2 Follow-Up Action List (FUAL)

1.2.4.3 Trust Council referral items

1.2.5 A select committee resolution is required to expend monies from the committee's budget account assigned by Trust Council, if any.

1.2.6 A select committee shall refer any reporting and findings, including resource needs, to Executive Committee prior to reporting to Trust Council.

1.2.7 A select committee will cease to exist once it has reported its findings, opinions and recommendations to Trust Council.

2. Committee Chair

2.1 Committee members shall elect the Committee Chair and Vice-Chair at the first meeting of the term or as required.

2.2 The Trust Council Chair may appoint an interim Committee Chair when required.

2.3 The Committee Chair will normally chair the committee meeting. However, the Chair may designate the Vice-Chair to act as Committee Chair. In the absence of the Chair and Vice-Chair, the committee shall choose a committee member to act as Chair of a meeting.

3. Available Resources

3.1 Each committee, with the assistance of its management support, is responsible to conduct its activities within its assigned budget accounts.

3.2 A standing or select committee resolution is required to expend monies from the committee's assigned committee projects or budget account, if any.

4. Staff Support

4.1 Staff's primary function to a committee is to act in a support/advisory role and as such, a committee may make requests of staff.

4.2 It is the Chief Administrative Officer's (CAO) role to manage and direct staff support to the committees and concerns in this regard should be communicated by the Committee Chair to the CAO. Unresolved matters by the aforementioned means shall be dealt with by the Executive Committee.

5. Meetings

5.1 The number of standing committee meetings per year is four and any further meetings must be planned within the approved committee's meeting expense account.

5.2 Select committees will decide on a schedule of regular meeting dates at the first meeting convened after the establishment of the committee.

5.3 Changes to the Master Meeting Schedule of regularly scheduled committee meetings must be coordinated with the Executive Coordinator.

5.4 Committee meetings during the Trust Council quarterly meetings are to be avoided.

5.5 The practice of recessing committee meetings to continue at a future date and time should be used sparingly due to the impact of unplanned meetings on staff resources.

6. Agenda/Minutes Preparation

6.1 Committee meeting agendas will be prepared by the designated staff in consultation with the Committee Chair.

6.2 The agenda will be distributed to committee members and the CAO at least five calendar days before the meeting.

6.3 The agenda shall be determined as follows:

6.3.1 Additional items may be placed on the agenda by agreement of a majority of the committee members present at the meeting.

6.3.2 The agenda shall be approved as the first item of business.

6.3.3 The agenda for standing and select committees should include:

6.3.3.1 Approval of previous meeting minutes
6.3.3.2 Follow-Up Action List (FUAL)
6.3.3.3 Trust Council referral items

6.4 Minutes must be done in accordance with Trust Council Policy 6.13 Islands Trust Minutes Guidelines.

6.5 Each committee is required to maintain a FUAL using the Trust's standardized format.

6.6 The FUAL is updated within seven days of the Committee meeting and subsequently placed on the agenda of the next scheduled meeting. The FUAL is to be distributed to designated staff within seven days of the committee meeting.

6.7 Draft minutes of a committee meeting are considered for approval at the next meeting.

7. Council/Committee Relationship

7.1 Each standing committee shall maintain a work program - which must include:

7.1.1 Items referred to the committee from Trust Council (including referral date).
7.1.2 Projects, new initiatives, ideas, and issues identified by the committee.
7.1.3 The top three (3) priorities/strategies that it is working on, as approved by Trust Council, and must include any of Trust Council's priorities that it has assigned.

7.2 Each standing committee shall review and prioritize items within its work program, each Trust Council item referred to it, and shall report to Trust Council at the next quarterly Trust Council meeting on such items.

7.3 Standing committees are required to submit a Highlights Report to the Executive Coordinator in time for the Trust Council agenda package preparation deadline. The Highlights Report is to be presented by the Council Committee Chair (or designate).

7.4 All standing committee proposals and/or recommendations to be placed on the Trust Council agenda shall be referred to the Executive Committee to be placed on the Trust Council agenda. A select committee shall refer any reporting and findings, including resource needs, to the Executive Committee to be placed on the Trust Council agenda. These must be submitted for the Executive Committee's last meeting prior to when the Trust Council agenda package is distributed to trustees.

7.5 The Committee Chair (or designate) may request an opportunity to directly present committee matters to the Executive Committee.

7.6 It is the role of the Executive Committee members of Council Committees to ensure inter-committee liaison on relevant information, referrals, status on Council priorities/strategies, and to keep the Executive Committee apprised of the Council Committee’s directions and activities and vice versa.

8. Rules of Conduct/Voting

8.1 Trust Council Meeting Procedure Bylaw 101 governs the proceedings of committees as applicable. In cases not provided for under Bylaw 101, Robert’s Rules of Order Newly Revised shall apply to the proceedings of committees.

8.2 The quorum of a council committee is a majority of all of its members.

8.3 The Executive Committee member designate on the Regional Planning Committee and Trust Programs Committee shall have the full voting privileges of a committee member.

8.4 The Trust Council Chair, as ex-officio member of the Regional Planning Committee, Trust Programs Committee and select committees, shall be a non-voting member and shall not be included in determining quorum of a meeting.

9. Liaison

9.1 Liaison with provincial, federal, and local government politicians shall be requested by a Committee Chair to the Trust Council Chair or the CAO so that the Trust's political liaison can be coordinated. The Council Committee is expected to provide an outline regarding the purpose of the meeting, a proposed discussion strategy and recommended Islands Trust representation.

9.2 Liaison with provincial, federal, and local government staff shall be requested by the staff liaison member (in consultation with CAO when liaison is required with senior staff). It is expected that trustees, for the purpose of committee business, would meet other government staff with an Islands Trust staff member.

9.3 Liaison with the media shall be coordinated through the CAO and the Trust Council Chair who in turn may refer specific inquiries to the Council Committee Chair.

10. General Role of Standing Committees

10.1 To provide policy advice to Trust Council in response to Trust Council's referrals, committee initiatives and external requests of the Trust.

10.2 To provide feedback to staff on matters going to Trust Council.

10.3 To implement and maintain a committee-specific work program.

10.4 To make recommendations to Trust Council on inter-agency liaison or protocol initiatives.

10.5 To create sub-committees (or task forces) which may be comprised of trustees, staff or external persons as required for a specific duration to examine a particular committee matter upon approval by Trust Council.

10.6 To provide input and feedback to the annual budget process.

10.7 To provide input to Trust Council's organizational strategic planning process.

C. Legislated References

Trust Council Policy and Procedures Manual:

Regional Planning Committee (RPC): Terms of Reference (2.3.2)
Financial Planning Committee (FPC): Terms of Reference (2.3.3)
Trust Programs Committee (TPC): Terms of Reference (2.3.4)
Governance Committee (GC): Terms of Reference (2.3.5)

Trust Council Meeting Procedure Bylaw 101

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

Attachment 1: Committee-Specific Functions

Attachment 1: COMMITTEE-SPECIFIC FUNCTIONS

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

Policy:	2.3.2
Approved By:	Trust Council
Approval Date:	June 11, 1994
Amendment Date(s):	March 6, 1998; June 16, 2000; June 13, 2003; March 10, 2015
Policy Holder:	Director of Local Planning Services

REGIONAL PLANNING COMMITTEE TERMS OF REFERENCE

Purpose

To outline the Regional Planning Committee's specific areas of focus in providing policy and planning advice to Trust Council as one of Council's four (4) standing committees (See Policy 2.3.1).

A. Definitions

n/a

B. Policy

The Regional Planning Committee provides advice to the Islands Trust Council and management by undertaking the following responsibilities:

1. Development Management – overseeing the procedures for processing of land use bylaws, permits etc., in an efficient and effective manner.
2. Local Trust Committee Functions – responding to local trust committee planning needs applicable throughout the Trust Area.
3. Local Planning Services – advising on the provision and allocation of resources to deliver local planning services to island communities.
4. Public Awareness/Education – promoting opportunities for the enhanced public awareness of land use planning and the Islands Trust's local planning services.
5. Emerging Issues – Identifying and reporting to Council on emerging issues related to the committee's areas of responsibility for Trust Council direction.
6. Policy Guidance – Developing guidelines, policies and models for use by staff and local trust committees and/or Trust Council as requested by Trust Council.
7. Liaison – Maintain liaison with Islands Trust Conservancy Board and Trust Programs Committee, as required.

C. Legislated References

Policy and Procedures Manual: Council Committee System (2.3.1)

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

n/a

Hello 2022 – 2026 term Regional Planning Committee members,

Congratulations and welcome! Thank you for taking on this important work on behalf of island communities and ecosystems.

I am writing as chair of RPC during the 2018 – 2022 term to provide a brief review of the term, and a few thoughts and suggestions.

The Local Planning Committee (LPC) provides policy and planning advice to Trust Council by identifying and reporting on emerging issues related to the committee's areas of responsibility: development management, community planning, and sustainable community. The committee also develops guidelines, policies, and models for use by staff and local trust committees.

My experience as RPC Chair and member has been that most of what we do is indicated in the final sentence of that paragraph. RPC is mostly a working group, taking on tasks and goals on behalf of Trust Council and stewarding them through their journey from idea to penultimate draft. As an RPC member you will be offered opportunities to shape Trust-wide policies, strategies, and regulations pertaining to our main function: land use planning.

Early in the 2018 – 2022 term RPC changed its name (actually, it was Trust Council that changed the name, responding to a recommendation from RPC; this is an important detail because it illustrates how RPC works in relation to Trust Council). Formerly, it was Local Planning Committee. The name change reflects the core function of RPC's work: to oversee and optimize planning approaches that serve the whole Trust Area—the region.

For me, being an RPC member has always involved thinking hard about the relationship between individual LTCs and the Islands Trust as an entity.

Participation in RPC so often brings up the vital question, "Is the Islands Trust primarily a federation in which 13 LTCs come together, or is it one government agency with 13 local branches?" I believe there is no one definitive answer to this question.

Here is a list of RPC work in the 2018-2022 term (based on Islands Trust Annual Reports for each year):

- Creation of a model strategy to assist Local Trust Committees to effectively and efficiently assess antenna system proposals within their own unique contexts
- Completion of Saltwater Intrusion Risk Mapping
- Creation of a Application Processing Services Policy and Model Fees Bylaw that can be adopted (with modifications if desired) by each Local Trust Committee, to guide fee increases so that they contribute more significantly to the costs of processing applications
- Mapping of the Coastal Douglas-fir zone, which will support the creation of development permit areas throughout the Trust Area to enhance forest protection
- Identification of water budgets for the Southern Gulf Islands
- Completion of a report on shoreline protection that can serve as a resource for LTCs embarking on shoreline protection work
- Completion of a report examining options for using floor area ratio to increase housing options
- Completion of a Freshwater Sustainability Strategy

- Ongoing involvement with the Planning Service Delivery Review, a comprehensive review of how planning services are delivered by the Islands Trust, focussing on increasing efficiency, transparency, and regional collaboration

In particular, the Freshwater Sustainability Strategy (FWSS) stands out as a major accomplishment. The process brought together numerous agencies, experts, stakeholders and First Nations who worked collaboratively with Trustees, trust staff, and our consultant to create an ambitious strategy that provides a roadmap to better freshwater protection in a time of deepening climate crisis.

This strategy is of limited value until it is implemented. Making that happen will require resources—primarily staff. RPC has the responsibility of bringing forward and championing budget requests for this and other major projects.

I also wanted to mention a project that is partly done: the heritage overlay mapping, which will map sites of key Indigenous heritage throughout the Trust Area. This is a highly significant and timely project that when complete will take the Islands Trust a big step forward towards our reconciliation goals. It is also a sensitive project because these sites thus far have mostly not been public. Completion of this will be a major achievement, but also it is important to state that reconciliation needs to be more than one project, or several projects—it needs to underpin everything we do and how we do it. Reconciliation is not easy, but it is the great work of our time and is an honour to participate in.

As I wrap up my term as RPC Chair, I will leave you with some of the questions I have been pondering in this role:

- How can RPC better facilitate sharing of information, and better collaboration, between LTCs?

- Is the creation of model bylaws worthwhile? Are some types of model bylaws more likely to be useful than others?

- How can the Islands Trust best help address the housing crisis? We have many reports, which include recommendations, and quite a few LTCs are gaining experience dealing with affordable housing rezoning applications. What are we doing right? What else can we do? What is our role?

- How to achieve efficiencies through standardization while still protecting LTC's autonomy to respond to local conditions?

- How can we apply a climate action lens to all our work?

These are challenging questions, and I have no doubt more will arise. You will have plenty to think about and work on as members of RPC. Again, I thank you for stepping up and being engaged.

I invite you to contact me at any time with questions or simply to have a discussion.

Regards,
Laura Busheikin
RPC Chair 2018 – 2022
RPC member 2014 – 2018

REGIONAL PLANNING COMMITTEE

RESOLUTION WITHOUT MEETING

RESOLUTION WITHOUT MEETING NO. RWM-2022-01

The following matter is considered urgent and necessary in order to adopt the draft minutes of the August 24, 2022, Regional Planning Committee meeting prior to the end of the term.

It was Moved by Trustee Wolverton and Seconded by Trustee Stamford,
that Regional Planning Committee adopt as presented the Regional Planning Committee minutes of August 24, 2022.

TRUSTEES CONTACTED	DATE VOTE RECEIVED	VOTE
Laura Busheikin	October 4, 2022	In Favour
Doug Fenton	October 4, 2022	In Favour
Laura Patrick	October 4, 2022	In Favour
Timothy Peterson	October 4, 2022	In Favour
Kate-Louise Stamford	October 4, 2022	In Favour
Jane Wolverton	October 6, 2022	In Favour

TRUSTEES VOTE NOT AVAILABLE

Scott Colbourne
Jeanine Dodds
Kees Langereis
David Maude

FINAL VOTE COUNT	6	IN FAVOUR
	0	OPPOSED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF *THE ISLANDS TRUST ACT* on October 6, 2022.

____
CHAIR'S SIGNATURE

____
RECORDER'S SIGNATURE

REGIONAL PLANNING COMMITTEE
RESOLUTION WITHOUT MEETING

RESOLUTION WITHOUT MEETING NO. RWM-2022-02

The following matter is considered urgent and needs to be addressed prior to the end of term. The first RPC meeting of the new term will be scheduled via RWM once the members are appointed to the Committee.

It was Moved by Trustee Maude and Seconded by Trustee Langereis,
that Regional Planning Committee cancel the November 16, 2022 meeting.

TRUSTEES CONTACTED	DATE VOTE RECEIVED	VOTE
Laura Busheikin	October 12, 2022	In Favour
Doug Fenton	October 12, 2022	In Favour
Kees Langereis	October 12, 2022	In Favour
David Maude	October 12, 2022	In Favour
Timothy Peterson	October 12, 2022	In Favour
Kate-Louise Stamford	October 12, 2022	In Favour
Jane Wolverton	October 12, 2022	In Favour

TRUSTEES VOTE NOT AVAILABLE
Scott Colbourne
Jeanine Dodds
Laura Patrick

FINAL VOTE COUNT	7	IN FAVOUR
	0	OPPOSED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF *THE ISLANDS TRUST ACT* on October 12, 2022.

______________________________ ______________________________

CHAIR'S SIGNATURE RECORDER'S SIGNATURE

REGIONAL PLANNING COMMITTEE
RESOLUTION WITHOUT MEETING

RESOLUTION WITHOUT MEETING NO. RWM-2022-03

The following matter is considered urgent in order to schedule the first Regional Planning Committee meeting of the new term.

Trustees were notified, via email, of the call for resolution on December 8, 2022.
Trustees were notified, via email, of the call for vote on December 9, 2022.

It was Moved by Trustee Morrison and Seconded by Trustee Allen,
that Regional Planning Committee schedule a Special Electronic Meeting for January 17, 2023.

TRUSTEES CONTACTED	DATE VOTE RECEIVED	VOTE
Alex Allen	December 9, 2022	In Favour
Mairead Boland	December 10, 2022	In Favour
Sam Borthwick	December 9, 2022	In Favour
Tobi Elliott	December 9, 2022	In Favour
David Graham	December 9, 2022	In Favour
Deb Morrison	December 9, 2022	In Favour
Laura Patrick	December 9, 2022	In Favour
Mikaila Lironi	December 11, 2022	In Favour

<u>TRUSTEES VOTE NOT AVAILABLE</u>
Aaron Campbell

FINAL VOTE COUNT	8	IN FAVOUR
	0	OPPOSED

THE CORPORATE SECRETARY (DAVID MARLOR, DIRECTOR OF LEGISLATIVE SERVICES) DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF *THE ISLANDS TRUST ACT* on December 12, 2022.

____ ____

CORPORATE SECRETARY'S SIGNATURE RECORDER'S SIGNATURE

Islands Trust

Print Date: January 16, 2023

Follow Up Action Report

Regional Planning Committee

12-May-2021

Activity	Responsibility	Dates	Status
1 that Regional Planning Committee request staff to bring back further analysis on fee-per-lot structure, including consideration of a cap and park dedication.	Narrisa Chadwick Stefan Cermak	Target: 16-Nov-2022	In Progress

25-Aug-2021

Activity	Responsibility	Dates	Status
1 that Regional Planning Committee request that Staff draft consequential amendments to Trust Council Policy "6.2.1 Priority Setting/Review Guidelines" and "Policy 6.7.1 Work program, Follow-up Action List and Priorities Matrix."	Heather Kauer	Target: 16-Nov-2022	Completed

03-Nov-2021

Activity	Responsibility	Dates	Status
1 that Regional Planning Committee defer the business case for Strategic Plan Item No. 2.4 - to implement Freshwater Sustainability recommendations related to the development of a Freshwater Stewardship Outreach Plan to the 2023/24 budget year.	Stefan Cermak	Target: 16-Nov-2022	In Progress

13-Jan-2022

Activity	Responsibility	Dates	Status

Follow Up Action Report

Regional Planning Committee

13-Jan-2022

Activity	Responsibility	Dates	Status
1 that Regional Planning Committee request staff to report on incorporating Local Trust Committee strategic planning within the Trust Council strategic plan.	Stefan Cermak	Target: 16-Nov-2022	In Progress

09-Feb-2022

Activity	Responsibility	Dates	Status
1 that Regional Planning Committee request staff develop an Islands Trust Freshwater Sustainability Strategy policy document.	Narrisa Chadwick Stefan Cermak William Shulba	Target: 16-Nov-2022	In Progress
2 that Regional Planning Committee request staff to identify options for the implementation of the Freshwater Sustainability Strategy.	Narrisa Chadwick Stefan Cermak William Shulba	Target: 16-Nov-2022	In Progress
3 that Regional Planning Committee request staff to obtain a legal opinion on using S. 8(2)(e) of the Islands Trust Act	Clare Frater Stefan Cermak	Target: 16-Nov-2022	In Progress

18-May-2022

Activity	Responsibility	Dates	Status
1 Island Planner Chadwick referenced an eight minute video in regards to Indigenous perspectives on water but was unable to show it due to connectivity issues. She will provide a link to members of the RPC.	Narrisa Chadwick	Target: 16-Nov-2022	Completed

Islands Trust

Follow Up Action Report

Regional Planning Committee

18-May-2022

Activity	Responsibility	Dates	Status
2 Senior Freshwater Specialist Shulba will provide a briefing that provides details Groundwater Sustainability Science Program at the next RPC meeting.	William Shulba	Target: 16-Nov-2022	In Progress

24-Aug-2022

Activity	Responsibility	Dates	Status
1 that Regional Planning Committee request staff to create a Freshwater Sustainability Strategy Frequently Asked Questions document.	Stefan Cermak William Shulba	Target: 16-Nov-2022	In Progress
2 that Regional Planning Committee forward Trust Council policies 6.2.1 and 6.7.1 to Trust Council with a recommendation for adoption.	Heather Kauer Stefan Cermak	Target: 16-Nov-2022	Completed
3 that Regional Planning Committee endorse the business case for a Freshwater Technical Coordinator co-op student position for the summer 2023 term.	Stefan Cermak William Shulba	Target: 16-Nov-2022	Completed
4 that Regional Planning Committee request staff to advise the Financial Planning Committee to adjust the budget by $18,000 to accommodate a Freshwater Technical Coordinator co-op student position for the summer 2023 term	Stefan Cermak William Shulba	Target: 16-Nov-2022	Completed
5 that Regional Planning Committee request staff to bring back a proposal for a budget request for next steps for the Freshwater Sustainability Strategy.	Stefan Cermak William Shulba	Target: 16-Nov-2022	In Progress

Follow Up Action Report

Regional Planning Committee

24-Aug-2022

Activity	Responsibility	Dates	Status
6 that Regional Planning Committee request the RPC Chair to work with staff to develop an RFD to Trust Council recommending that Trust Council a. write to the Province to: ·outline the particular housing affordability challenges in the Trust Area, and ·request that the Province explore what can be done to create housing solutions specific to rural islands in the Trust Area, including options for stable, secure funding; b. request the Executive Committee develop a communications strategy and materials to support awareness of the housing affordability advocacy request and rationale; c. host a session with a panel about affordable housing challenges and solutions in the Trust Area as part of trustee education; and d. coordinate a roundtable on housing, to include BC Housing, key ministers, housing leaders from island communities, and others, within the first six months of the new term.	Narrisa Chadwick Stefan Cermak	Target: 16-Nov-2022	Completed
7 that Regional Planning Committee support a partnership with IMERSS (Institute for Multidisciplinary Ecological Research in the Salish Sea) to help facilitate movement of funding from the Province to advance the Xetthecum Eco-cultural mapping pilot project.	Narrisa Chadwick Stefan Cermak	Target: 16-Nov-2022	Completed

Follow Up Action Report

Regional Planning Committee

24-Aug-2022

Activity	Responsibility	Dates	Status
8 that Regional Planning Committee ask the Chair of the RPC to write a letter to the incoming RPC that reflects the discussion that has taken place.	Stefan Cermak	Target: 16-Nov-2022	Completed
9 that Regional Planning Committee put in a request to Financial Planning Committee for $100,000 as a placeholder for the incoming RPC budget.	Stefan Cermak Wanda Boden	Target: 16-Nov-2022	Completed

Islands Trust

REQUEST FOR DECISION

To:	Regional Planning Committee	**For the Meeting of:**	January 17, 2023
From:	Planning Services	**Date Prepared:**	December 20, 2022

SUBJECT: **Proposed Regional Planning Committee 2023 Meeting Schedule**

RECOMMENDATIONS:

1. That Regional Planning Committee adopt the meeting dates of February 1st, May 17th, September 6th, and November 15th for the 2023 calendar year.

2. That Regional Planning Committee schedule all 2023 RPC meeting dates as electronic meetings.

SENIOR STAFF COMMENTS:

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

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1 PURPOSE:

1 To determine the 2023 meeting schedule for the Regional Planning Committee (RPC); and
2 To make decisions around meeting formats (electronic or in-person).

2 BACKGROUND:

Meeting Dates

Near the end of each calendar year, Regional Planning Committee determines the meeting dates for the next calendar year by way of resolution. Proposed meetings dates for the 2023 calendar year are as follows:

PROPOSED RPC DATE (Year 2023)	ASSOCIATED EC DATE (Year 2023)	TRUST COUNCIL DATES (Year 2023)	ANNUAL RPC TASKS
Wednesday, February 1st	February 22	March 7-9	
Wednesday, May 17th	June 14	June 27-29	Annual Report: Approval of RPC Section – RFD
Wednesday, September 6th	September 13	September 26-28	Budget business cases – RFD Proposed RPC Meeting Dates – RFD
Wednesday, November 15th	November 22	December 5-7	Revised Proposed RPC Meeting Dates (if required) - RFD

Meeting Format

Staff are requesting that RPC determine as early as possible if they wish to continue with electronic meetings for 2023. Early decision making in this regard will help staff with meeting logistics and will inform budget planning for this area.

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

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

3 IMPLICATIONS OF RECOMMENDATION

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

FINANCIAL:
The draft 2023/24 budget contains funding of approximately $2,000 for two RPC in-person meetings. The draft 2023/24 budget will be adjusted to reflect RPC decisions made related to this topic.

POLICY: None.

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

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICIES:
Trust Council Bylaw 101
Trust Council Policy 2.3.1 Council Committee System

5 ATTACHMENT(S): None.

RESPONSE OPTIONS

Recommendations:
1. That Regional Planning Committee adopt the meeting dates of February 1st, May 17th, September 6th, and November 15th for the 2023 calendar year.

2. That Regional Planning Committee schedule all 2023 RPC meeting dates as electronic meetings.

Alternatives:

1. That Regional Planning Committee adopt the proposed meeting schedule for the 2023 calendar year with amendments [as directed].

2. That Regional Planning Committee schedule only the 2023 RPC meeting dates of ________, ________, ________ as electronic meetings.

3. That Regional Planning Committee schedule all the 2023 RPC meetings as in-person meetings.

Prepared By: Chloe Cookson, Local Planning Services Administrative Assistant

Reviewed By: Stefan Cermak, Director, Planning Services

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 7, 2023
From:	Regional Planning Committee	**Date Prepared:**	December 14, 2022
SUBJECT	LTC Project Business Case Budget Amendments		

RECOMMENDATION:

1. **That the Trust Council approves specific Local Trust Committee project business case requests for FY2023/24 as follows:**
   a. **$18,000 Denman Island Local Trust Committee Housing Review,**
   b. **$18,500 Gabriola Island Local Trust Committee Official Community Plan and Land Use Bylaw Review,**
   c. **$16,000 Gambier Island Local Trust Committee Official Community Plan and Land Use Bylaw Review,**
   d. **$15,000 Hornby Island Local Trust Committee Official Community Plan Review,**
   e. **$86,500 Salt Spring Island Local Trust Committee Official Community Plan Review, Ganges (Shiya'hwt/SYOW̱ T) Village,**
   f. **$131,500 Salt Spring Island Local Trust Committee Official Community Plan and Land Use Bylaw Review.**

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The recommended reductions to Salt Spring Island Local Trust Committees Official Community Plan and Land Use Bylaw Review and the Gabriola Island Local Trust Committee Official Community Plan and Land Use Bylaw Review have been supported by the respective Local Trust Committee's and achieves the Financial Planning Committee's goals of capping Local Trust Committee project requests to $250,000.

1 **PURPOSE:** To provide feedback to Trust Council in allocating fiscal resources to Local Trust Committee business case proposals.

2 **BACKGROUND:** Local Trust Committees (LTC) have requested $422,500 to be added to the fiscal year 2023/24 base budget to fund Official Community Plan and Land Use Bylaw reviews in the fiscal year 2023/24 (FY 2023/24) (Attachment 1). This does not including Salt Spring Island Local Trust Committee's request for a special tax requisition to continue the coordination of the Salt Spring Island Watershed Protection Alliance.

Financial Planning Committee

At its regular meeting on November 25, 2022, the Financial Planning Committee (FPC) reviewed the LTC business cases and, after consideration, carried the following draft resolution:

FPC-2022-048
It was MOVED and SECONDED,
that Financial Planning Committee direct staff to adjust the budget for specific LTC projects be capped at $250,000 (not including the special tax requisition of $75,500 for

SSIWPA), and that Regional Planning Committee work with the Director of Planning/Regional Planning Team to allocate those funds.
CARRIED

Islands Trust Council
At its regular meeting December 6-8, 2022, the Islands Trust Council reviewed the same LTC project business cases. Trust Council did not pass resolutions specifically related to LTC business cases.

Gabriola Island Local Trust Committee
At its regular business meeting on December 1, 2022, the Gabriola Island Local Trust Committee (GB LTC) re-reviewed its business case [OCP and LUB Review, $60,000]. No resolutions were carried regarding this topic though individual trustees expressed support for focusing efforts on early engagement with First Nations and the public.

Salt Spring Island Local Trust Committee
At its regular business meeting on December 13, 2022, the Salt Spring Island Local Trust Committee (SS LTC) reviewed both its business cases [OCP and LUB Review, $227,000; OCP Review – Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan, $86,500]. After consideration, the SS LTC carried the following resolutions:

2022-181
It was MOVED and SECONDED,
That the Salt Spring Island Local Trust Committee provide the following recommendations to the Regional Planning Committee regarding Salt Spring Island Local Trust Committee Project Business Cases, as endorsed on August 9, 2022: That the Salt Spring Island Local Trust Committee direct staff to revise the business cases as follows:

1. Remove the technical analysis for the OCP and LUB review (-$100,000),
2. Remove support services (-$5,000),
3. To combine the First Nations engagement expenses (-$26,000**).**

CARRIED

Based on the various trust body resolutions made and local trustee comments, staff have produced a draft list of recommended budget amendments (Table 1).

Table 1 Recommend FY2023/24 LTC Project Business Case Amendments

Project	Trust Body (LTC)	Business Case ($)	Recc'd Change ($)	Amended Total ($)	Comments
Housing Review	Denman	$18,000	-	$0	No change recommended
OCP & LUB Review	Gabriola	$60,000	-$41,500	$18,500	Local Trustees expressed intent to reconsider priorities and process
OCP & LUB Review	Gambier	$16,000	-	$16,000	No change recommended
OCP Review	Hornby	$15,000	-	$15,000	No change recommended
OCP & LUB Review	Salt Spring	$227,000	-$131,000	$96,000	Supported by SS LTC resolution

Project	Trust Body (LTC)	Business Case ($)	Recc'd Change ($)	Amended Total ($)	Comments
Village Area Plan	Salt Spring	$86,500	-	$86,500	No change recommended
SUBTOTAL		$422,500	-$172,500	$250,000	Meets FPC recommended project cap

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

The Financial Planning Committee meets January 18, 2023. This RFD and resolutions from the RPC will help inform their discussion and ability to meet Trust Council direction to limit total budget increase to the specified limit.

Both the Salt Spring Island and Gabriola Island local trust committees have had preliminary discussions to amend their business cases as discussed. Both LTCs will need to follow up with amending their respective project charters.

FINANCIAL:

The SS LTC recommended amending their OCP and LUB review business case from $227,000 to $96,000.

The GB LTC discussed the need to reconsider their OCP and LUB review business case. Based on those discussion staff recommend amending their OCP and LUB review business case from $60,000 to $18,500.

These two amendments reduce the total LTC project funding requests from $422,500 to $250,000 and meets FPCs recommended project cap.

POLICY:

No policy implications.

IMPLEMENTATION/COMMUNICATIONS:

Communication would be via FPC and Islands Trust Council budget consultations.

FIRST NATIONS:

No First Nations implications.

OTHER:

No other implications.

4 RELEVANT POLICY:

None.

5 ATTACHMENT(S):

- FY 2023/24 LTC Business Cases Summary
- FY 2023/24 LTC Business Case Version 2 (amended) : SS LTC & GB LTC
- FY 2023/24 LTC Business Cases Version 1 (unchanged) : GM LTC, HO LTC, DE LTC, SS LTC

RESPONSE OPTIONS

Recommendation:

1. **That the Trust Council approves specific Local Trust Committee project business case requests for FY2023/24 as follows:**
    a. **$18,000 Denman Island Local Trust Committee Housing Review,**
    b. **$18,500Gabriola Island Local Trust Committee Official Community Plan and Land Use Bylaw Review,**
    c. **$16,000 Gambier Island Local Trust Committee Official Community Plan and Land Use Bylaw Review,**
    d. **$15,000 Hornby Island Local Trust Committee Official Community Plan Review,**
    e. **$86,500 Salt Spring Island Local Trust Committee Official Community Plan Review, Ganges (Shiya'hwt/SYOW̱ T) Village,**
    f. **$131,500 Salt Spring Island Local Trust Committee Official Community Plan and Land Use Bylaw Review.**

Alternative: Amendments as recommended by the Regional Planning Committee.

Prepared By: Stefan Cermak, Director, Planning Services

Reviewed By/Date: Russ Hotsenpiller, CAO / Jan 4, 2023

FY 2023/24 LTC Business Case Summary Details - Amended

LTC	Project Type: Name - Status		Budget
DE	OCP and LUB Review: Housing Review Project - current ongoing		
	legal review		$6,000
	Contractor - Communication and education info		$12,000
		Total	**$18,000**
GB	OCP and LUB Review:- NEW		
	Contractor -Public Engagement and Policy review		~~$40,000~~
	Contractor - First Nations engagement		$10,000
	Contractor - Public Engagement		$8~~10~~,000
		Total	**$~~60~~ 18,000**
GM	OCP and LUB Review: - current ongoing		
	Contractor - Public and FN Engagement		$8,000
	Legal Review		$3,000
	CIM and PH		$3,000
	communications		$2,000
		Total	$16,000
HO	OCP Review:- current ongoing		
	Contractor - Public Engagement		$13,200
	CIM/PH		$1,800
		Total	**$15,000**
SS	SS: OCP and LUB Review: (current ongoing and NEW)		
	First Nations Engagement		~~$26,000~~
	Contractor - Technical Analysis		~~$100,000~~
	Contractor - Public Engagement		$90,000
	communications and education materials		$6~~8~~,000
	support services		~~$3,000~~
		Total	**$~~227~~ 96,000**
SS	SS: OCP Review: Ganges Village Plan - current ongoing		
	First Nations Engagement		$26,000
	Contractor - Public Engagement and Plan draft		$50,000
	Task Force meeting costs		$3,500
	support services		$2,000
	communications and education		$5,000
		Total	**$86,500**
		Total	**$~~422,500~~ 250,000**

Budget Funding Request
Short-Form Business Case

Islands Trust

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TO BE COMPLETED BY INITIATOR	
Initiated by: Heather Kauer On behalf for the GB LTC **Business Area:** Gabriola Island Local Trust Committee – LTC projects **Name of Request:** GB LTC – Gabriola OCP and LUB Targeted Review Project 2023-2024 - ~~$60,000.00~~ $18,000	**Budget Source** (select all that apply): ■ **Specific Project Funding** (select all that apply) ■ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ■ **Other – please describe:** Consultants, Honoraria for First Nations for on-going meetings and participation, technology, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.
Date of Funding Request: September 29, 2022 GB LTC Resolution: September 29, 2022: amended Jan. 9, 2023	**Funding Required for (date range):** April 2023 – March 31, 2024

ISSUE/OPPORTUNITY:

The Gabriola Island OCP and LUB Comprehensive Review is a top priority project aimed at modernizing and updating the documents. This review process and resulting amendments to the OCP and LUB would address issues and provide opportunities as follows:

- Strengthen relations with First Nations, honouring the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningfully engagement with Snuneymuxw First 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 Gabriola Island's OCP and LUB, which have not been substantially updated since 1997 and 1999 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 Gabriola shoreline protection policies and regulation.
- Aligns and advances the Islands Trust Strategic Plan Objective "Preserve, protect and advocate for forest and terrestrial ecosystems", by reviewing and strengthening Gabriola forest protection policies and regulations as guided by the Islands Trust Toolkit for the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems.

The completion of a project of this scale will rely on a successful public engagement process which requires support from a skilled engagement professional with expertise in indigenous and non-indigenous engagement and land use planning policy and regulation review. The completion of this project will also rely on mapping and geospatial data, along with ecological and indigenous expertise to assist with analysis.

Background:

The first phase of this project will take place in fiscal 2023-2024 and be dedicated to engagement activities for the OCP-LUB comprehensive review. Drafting and processing bylaws is anticipated to take place in 2024-25.

The LTC is seeking the funds to support the first phase with this business case.

PROJECTED RESULTS/DELIVERABLES:

Funding Request for Phase 1: Coordination with First Nations to develop project scope and preliminary public engagement (2023-24)		
Consultant Contract	Spring 2023	$~~40,000~~
First Nation early and meaningful engagement / project scoping	Summer/Fall 2023	$10,000
Public Engagement	Fall / Winter / Spring 2023-24	$~~10,000~~ $8,000
Funding Request for Phase 1: Legislative Process and Implementation (2023-2024)		
1st reading, further engagement, referrals to First Nations and agencies	Spring 2024	$~~3,000.00~~
Legal Review	Summer 2024	$~~5,000.00~~
Consideration of changes and 2nd reading	Summer 2024	

Community Information Meeting and Public Hearing	Summer/Fall 2024	$~~3,000.00~~
3rd reading	Fall 2024	
Forward to Executive Committee and Ministry of Municipal Affairs	Fall 2024	
Final Adoption	Winter 2024/25	
Bylaw amendment communications		$~~2,000.00~~

RISK ASSESSMENT:

- Factors potentially affecting the timing of project deliverables:
    - Regional Planning Team capacity to manage the project in 2023/2024 and 2024/2025 along with other competing LTC projects that are yet to be approved for that timeframe;
    - Capacity and available expertise to support mapping and data needs within the budget;
    - Other staffs' capacity to provide support to the project in 2023/2024 and 2024/2025;
    - First Nation capacity and interest to engage may not align with project timelines;

ALTERNATIVES CONSIDERED:

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

Increased involvement

- More robust consultation with multiple events, all undertaken by consultant; increased possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by consultant and/or by staff;
- Over $60,000.00 overall budget, which may require use of Surplus or special property tax requisition
- Timeline of 2-3 years, likely less than current proposal; would continue into next political term.

No involvement

- Minimal consultation undertaken by staff, hampering possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by staff;
- Under $40,000 overall budget;
- Extend timeline to 2.5 – 4 years or longer;

Option 2: Limit review to select topic areas in a targeted review

- Risk that OCP continues to not reflect current and future community needs;
- Possible timeline would continue to into next political term;
- Would likely result in decrease in overall budget, but not significantly.

CRITICAL SUCCESS FACTORS:

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

RECOMMENDED OPTION: The present funding request is for $60,000.00 for fiscal 2023/24 to allow the Gabriola Island OCP-LUB project to progress to begin Phase 1. Amended Jan. 9, 2023: recommed $18,000
COST/BENEFIT ANALYSIS: Quantitative Analysis: $~~60,000.00~~ for fiscal 2023/2024 for Phase 1 Assumes a consultant-led comprehensive review of the Gabriola OCP and LUB $18,000 for community engagement and assessement of priorities and strategies Qualitative Analysis: If no action is taken, Gabriola Island forests, shorelines and indigenous heritage are at risk of continued degradation from future rural development and housing affordability will continue to be an issue.
PURCHASING PROCEDURE: - RFP for consultant
PROPOSED IMPLEMENTATION STRATEGY: - See Projected Results/Deliverables above.

Initiator Name and Title

Date

Reviewed by: Name and Title

Date

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Initiated by: Louisa Garbo **Business Area:** Salt Spring Island Local Trust Committee **Name of Request:** Major amendment to SS OCP and SS LUB	**Budget Source** (select all that apply): X **Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ **Other – please describe:** none
Date of Funding Request: November 10, 2022 amended Jan. 9, 2023	**Funding Required for (date range): April 1 2023-March 31, 2024, total ask of** ~~**$227,000**~~ $96,000

ISSUE/OPPORTUNITY:

This business case involves funding support for a major amendment to the SS OCP and the subsequent SS LUB, and the associated discretionary activities, such as early and ongoing consultation with 13 First Nations that have territorial interests in SSI, external consultants to conduct a robust public engagement process and provide a comprehensive draft of the SS OCP amendment. The major amendment to SS OCP is the final stage for both the Protection of Coastal Douglas-fir Zones and Associated Ecosystems (CDF) and the Housing Action Program (HAP). The SS LUB will also be updated to reflect changes in the SS OCP. Both projects were previously approved Islands Trust.

Protection of Coastal Douglas-fir Zones and Associated Ecosystems:

The CDF's objectives, as indicated in the Project Charter, aims to develop an educational toolkit on the protection of CDF and to complete a wildfire protection study to inform policy development. The next step, the final stage, involves the amendment to the SS OCP on relevant policies and establishing a new development permit area that supports fire mitigation and protection of the CDF ecosystem.

Housing Action Program:

In the past twelve months, the Housing Action Program Task Force explored various measures and made a few recommendations to the SS LTC. Two Bylaws, Bylaw 526 on farm workers housing and Bylaw 530 on Accessory Dwelling Units are proceeding toward the public hearing process, and the Tiny Homes Village Pilot Project has also been launched but will require further promotion and funding. The HAP's next step is preparing for a major amendment to the Official Community Plan. This significant review and revision to the OCP will tackle a range of issues that impact the affordability of housing, the types of housing options, and the environmental sustainability related to the locations, sizes, and designs of housing development. Issues such as water availability and the moratorium on new connections to the North Salt Spring community water system, storm-water and sewer systems, active transportation infrastructure, innovative site and building design, arts and culture, and archaeological significance will all be examined in the process. Active and meaningful engagement with First Nations based on the standard of *Free, Prior and Informed Consent (FPIC)* and on-going collaboration with external agencies and local organizations as well as the public-at-large will also be part of this planning process.

In summary, the major amendment to SS OCP for the CDF is to develop a new development permit area through an amendment to the SS OCP to implement the wildfire protection study (soon to be completed in December 2022). The major amendment to SS OCP for the Housing Action Program is to review policies on climate change, environmental preservation, and infrastructure servicing related to affordable housing within the SS OCP. The need to amend the OCP was identified in both projects' Project Charter; this business case is to request funding to proceed with the last stage of the process for both projects. Staff will draft the revisions to the SS OCP; the consulting team will developing and facilitating a robust public engagement process, and providing professional input to the draft OCP.

PROJECTED BUDGET:

The funding request for FY23/24 is to cover costs associated with:

Early and ongoing consultation with 13 First Nations with territorial interests on SSI	Approximately 8 months	$~~26,000~~ (travel & capacity funding)
Technical analysis with university and agencies	Approximately 6 months	$~~100,000~~
Consultant selection process for public engagement facilitation/presentation, and consulting contract	Spring 2023 for six months	$90,000 – consulting contract
Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications, facilities rental.	Over the course of 2023	$~~8,000~~ $6,000
Multiple virtual and/or in-person open houses and community engagement meetings	Over the course of 2023	$~~3,000~~ – technology support, facility rental, and open houses material
	Total	**$~~227,000~~** **$96,000**

RISK ASSESSMENT:

Timelines – a major amendment to the SS OCP is unlikely to conclude in one year. If funding is 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.

ALTERNATIVES CONSIDERED:

Option 1: Undertake the work in-house, with a less robust public engagement process, and will require significantly more time and resources.

CRITICAL SUCCESS FACTORS:

Skilled facilitation and innovative approaches and an unbiased, neutral third-party professional to assist in the process are critical. The past has demonstrated the challenges of conducting an effective engagement process while balancing competing interests without the ability of staff to appear neutral on the issues. The financial implications of contracting the service may seem to be a reduction of fiscal resources; however, the soft cost, the likelihood of a less successful outreach process, and the additional staff resources required by performing the public engagement in-house may outweigh the cost of contracting a professional facilitator. As attested by the Policy Statement and the Ganges Village planning projects, an effective public engagement process conducted by experienced consultants has proven to be vital to the success of the process.

RECOMMENDED OPTION:

$96,000

Approve the request for $~~227,000~~, to conduct a major amendment to the SS OCP to complete the final stage of the work on the CDF and the Housing Action Program projects.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $90,000 for a contract with a consultant with experience in a public engagement program, from designing visuals, preparing the technical aspect, conducting the facilitation and outreach, to analysing, summarizing and presenting the outcome, and providing professional third-party review of the draft amendment.
- ~~$100,000 for technical analysis is a much needed component to support various policies; funding will be require to work with university and local and provincial agencies, potentially through a consultant~~.
- ~~$26,000 for~~ Early and ongoing consultation with First Nations will result in $2000 per nation should all agree to participate, or offer a higher amount to those who participate and on behalf of other nations through the strength of claim concept. These costs are proposed to be shared with other SS LTC projects.

$6,000

- The cost of ~~$21,000~~ is based mainly on the previous public engagement program; the cost of printing and distribution to the island is substantial but critical and effective, and facilities rental and technology support are estimates based on previous events.

Qualitative Analysis:
Per the Islands Trust "Best Management Practices For Delivery Of Local Planning Services," the CDF and the HAP are considered extraordinary projects as both involve a major amendment to the SS OCP (and likely a few subsequent LUB amendments). There was unspent money from the previous budget in 2021 but was not being carried over to 2022. As a result, the RFP for a consultant to conduct the public engagement process for HAP was cancelled.

To undertake the major amendment to the SS OCP will require significant funding support. Data collection and analysis has always been missing in the policy development work for recent bylaws and OCP amendments. In order to conduct a comprehensive review and update, consultation with expertise will be necessary. Furthermore, many efforts at the front end on the two projects had been undertaken; unless the SS OCP is updated to reflect the findings and recommendations, all the work completed to this stage would be futile.

If the public engagement process has to be done in-house, the amount of time required will be substantially longer than in the proposed timeline originally anticipated in the two Project Charters. Without the consultant's support, all the relevant activities within the SS OCP process will be conducted in a more linear process. The preparation, design and facilitation of the various public engagement events, the analysis and drafting of the OCP bylaw, and the subsequent presentation preparation, and the report summary are all very time-consuming. Instead of processing the various steps (including research and analysis of existing conditions and efforts, collaboration and consultation with agencies, community leaders and First Nations, supporting the Task Force activities, working with potential partners such as the universities, research, competing for potential grant funding, and the subsequent drafting of the OCP) while the consultant is launching the public engagement program, many of those tasks will have to be pushed back to work on a public engagement program, the proposed timeline of one year will not be realistic. If a public engagement process is to be conducted in-house, it will impact other planners with a full-load of responsibilities and assignments and the administrative staff's functions.

The consultant team will draw on their experience and propose a creative and responsive public engagement process that to achieve the desired goals and outcomes for the Salt Spring community. They will interview key stakeholders, interest groups, communities, and others who may be the focus of an engagement process. The contract will include the design of a public engagement plan, the facilitation of engagement activities, participation logistics, prepare materials and/or translation, offering interacting tools for public engagement, recording and documenting public input received, conducting an ongoing assessment of engagement activities, summary and presentation of the outcomes to LTC, and other activities as appropriate.

Given the culture in the Salt Spring community, along with certain predetermined ideas of solutions, along with the cynicism towards government at all levels, coupled with diverse and at times, opposing interests within the community, the public engagement program must be done cautiously to transform any pre-conceived mind-sets and to inspire collective common visions. Bringing in a skilled consultant, a neutral third-party professional to help plan, design, facilitate, present, and most importantly, introduce innovative engagement approaches to the process can ensure successful outcomes. We need to draw on the skill sets and experiences, as well as the models or techniques that a professional group can offer to better respond to the public participation needs unique to the Salt Spring community.

PURCHASING PROCEDURE:

Per Islands Trust and BC procurement process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

RFP in early 2023, consulting services in late spring, completion of public engagement by late summer, draft OCP by late full for first reading on draft SS OCP.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Engagement tools will be developed, and a general stakeholder groups have been identified from previous efforts. A specific list of contacts that include stakeholders, community groups, relevant agencies, and various First Nations communities has also been developed.

Louisa Garbo, Acting Regional Planning Manager	August 15, 2022
Initiator Name and Title	Date
Stefan Cermak, Director, Planning Services	Sept. 19, 2022 amended Jan. 19, 2023
Reviewed by: Name and Title	Date

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

Next steps:

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

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Initiated by:
Heather Kauer
On behalf of the DE LTC

Business Area:
Denman Island Local Trust Committee – LTC projects

Name of Request:

DE LTC – Denman Housing Review Project

2022/23 - $13,500
2023/24 - $18,000

DE-2022-085
It was MOVED and SECONDED,
that the Budget Funding Request Short-Form Business Case for the Denman Official Community Plan and Land Use Bylaw Housing Project be amended by changing the number $2,000 for development of communication and educational info/Community Information Meeting(s) Public Hearing to $12,000.
CARRIED

DE-2022-086
It was MOVED and SECONDED,
that the Denman Island Local Trust Committee endorse the Business Case dated July 6, 2021 for the Denman Housing Review project for fiscal year 2023/24 as amended, and request that staff forward it to the Director of Administrative Services.
CARRIED

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software**

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

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

Date initiated: June, 2021

Date required: April 1, 2023 -March 31, 2024

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

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

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

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

PROJECTED RESULTS/DELIVERABLES:

Funding request for Stage 1 (FY22/23)	**Target Duration**	**Cost**
First Nation Consultation early and ongoing Coordination with First Nations' staff Collaborations with First Nations in their preferred methods	One half day	$2,500
Consultant Contract – Public Engagement	Over the course of 2022	$10,000
Technology (mapping, data analysis, etc.) and administrative support for public engagement program, meetings with stakeholder groups and agencies	Over the course of 2022	$ 1,000
Finding Request for Stage 2 (FY23/24)		
Draft amendment to OCP/LUB – Regional Planning Team	Over 5 months in late 2023	$
Legal review	Focus on review of draft bylaws	$ 6,000
Development of communication and educational info / Community Information Meeting(s) Public Hearing	Over the course of 2023 - 2024	$ 12,000

Progress update and public meetings	Multiple - TBA	$

ALTERNATIVES CONSIDERED:

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

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

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

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

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

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

CRITICAL SUCCESS FACTORS (List):

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

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

COST/BENEFIT ANALYSIS:

<u>Quantitative Analysis</u>:

- $13,500 for Stage 1 as per project breakdowns above
- $18,000 for Stage 2

Qualitative Analysis:

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

RECOMMENDED DECISION:

The DE LTC will be seeking approval from the Director of LPS of $5,000 for fiscal 2021/22 to initiate the overall project. The present funding request is for $13,500 for fiscal 2022/23 to allow a consultant to conduct public engagement related to housing on Denman Island. An additional $8,000 is anticipated to be needed in fiscal 2023/2024 to develop bylaw amendments and initiate legal review to complete the project.

PURCHASING PROCEDURE:

Denman Island Local Trust Committee

July 19, 2022

Initiator:

Date

Director/CAO

Date

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Initiated by:
Heather Kauer
On behalf for the GM LTC

Business Area:
Gambier Island Local Trust Committee – LTC projects

Name of Request:

GM LTC – Gambier OCP and LUB Targeted Review Project: 2023-2024 - $16,000.00

Budget Source (select all that apply):

- ■ **Specific Project Funding** (select all that apply)
  - ■ Third Party Contractors
  - ☐ Staff Travel Expense
  - ☐ Staff Overtime Expense
  - ☐ New Staff Member – Temporary for project
  - ☐ Computer Hardware/Software
- ☐ **Furniture & Equipment**
- ☐ **Computer Hardware/Software/Supplies**
- ☐ **New Staff Resources** (see Staff Costing Tool)
  - ☐ **Permanent**
  - ☐ **Temporary**
    - Temp Duration: ____________________
- ■ **Other – please describe:** Honoraria for First Nations for on-going meetings and participation, technology, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.

Date of Funding Request: September 24, 2021

Funding Required for (date range):
April 2023 – March 31, 2024

ISSUE/OPPORTUNITY:
The Gambier Island OCP and LUB targeted review is a top priority project aimed at these focussed and interconnected topic areas: heritage preservation and protection (mainly indigenous natural and cultural heritage), and protection of shoreline and forest ecosystems. This targeted review process and resulting amendments to the OCP and LUB would address issues and provide opportunities as follows:

- Strengthen relations with First Nations in the Howe Sound region, honouring the Gambier reconciliation standing resolution # GM-2019-061 and the Islands Trust Reconciliation Action Plan

2019-2022 by undertaking early and meaningfully engagement with Sḵwx̱wú7mesh/Squamish Nation, and others, working to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.

- Update Gambier Island's OCP, which have not been substantially updated since 2001 and 2004 respectively, and to be reflective of reconciliation and First Nations engagement, including acknowledgement of First Nations treaty and territorial rights and title, including place, context and inherent rights.
- Aligns and advances the Islands Trust Strategic Plan Objective "to preserve and protect marine ecosystems" and Strategy to "undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore," by specifically reviewing and strengthening Gambier shoreline protection policies and regulation, and incorporating work to-date advanced by the Regional Planning Committee.
- Aligns and advances the Islands Trust Strategic Plan Objective "Preserve, protect and advocate for forest and terrestrial ecosystems", by reviewing and strengthening Gambier forest protection policies and regulations as guided by the Islands Trust Toolkit for the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems. There are thirteen Coastal Western Hemlock (CWH) ecosystems under threat in this region and are under-protected. Only 2% of CWH ecosystems in the Salish Sea region are protected, highlighting the urgent need to conserve remaining mature and old-growth forests*.

The completion of a project of this scale will rely on a successful public engagement process which requires support from a skilled engagement professional with expertise in indigenous and non-indigenous engagement and land use planning policy and regulation review. The completion of this project will also rely on mapping and geospatial data, along with ecological and indigenous expertise to assist with analysis.

Background:
The third phase of this project will take place in fiscal 2023-2024 and be dedicated to concluding engagement activities for the OCP-LUB targeted review and completing bylaw approvals.

The LTC is seeking the funds to support the second and third phase with this business case.

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

PROJECTED RESULTS/DELIVERABLES:

Funding Request for Phase 3: Legislative Process and Implementation (2023-2024)		
1st reading, further engagement, referrals to First Nations and agencies	Spring 2023	$8,000.00
Legal Review	Summer 2023	$3,000.00
Consideration of changes and 2nd reading	Summer 2023	
Community Information Meeting and Public Hearing	Summer/Fall 2023	$3,000.00
3rd reading	Fall 2023	
Forward to Executive Committee and Ministry of Municipal Affairs	Fall 2023	
Final Adoption	Winter 2023/24	
Bylaw amendment communications		$2,000.00

RISK ASSESSMENT:

- Factors potentially affecting the timing of project deliverables:

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

ALTERNATIVES CONSIDERED:

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

<u>Increased involvement</u>

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

<u>No involvement</u>

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

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

<u>Expand Review</u>

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

<u>Limit Review to one topic area</u>

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

CRITICAL SUCCESS FACTORS:

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

RECOMMENDED OPTION: The present funding request is for $16,000.00 for fiscal 2023/24 to allow the Gambier Island OCP-LUB project to progress to Phase 3.
COST/BENEFIT ANALYSIS: <u>Quantitative Analysis:</u> $16,000.00 for fiscal 2023/2024 for Phase 3 Includes cost savings by limiting consultant involvement to significant engagement events/activities. <u>Qualitative Analysis:</u> If no action is taken, Gambier Island forests, shorelines and indigenous heritage are at risk of continued degradation from future rural development.
PURCHASING PROCEDURE: - Direct Award to existing consultant for continued engagement;
PROPOSED IMPLEMENTATION STRATEGY: - See Projected Results/Deliverables above.

Heather Kauer, RPM on behalf of Gambier Local Trust Committee	October 5, 2022
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

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

Initiated by (name, title):
Heather Kauer
On behalf of the Hornby LTC

Business Area: Hornby Island Local Trust Committee – LTC Projects

Name of Request:

HO LTC – Hornby OCP Amendment Review:
2023/24 - $15,000

Budget Source (select all that apply):

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

Date of Funding Request Submission:
September 16, 2022

Funding Required for (date range):
April 1, 2023 – March 31, 2024

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

This funding request is for year 2 of the Hornby OCP Amendment Review project. This project aims to update the OCP and LUB regarding affordable housing, STVRs, First Nations, and Riparian Areas. Consultants were hired in year 1 to facilitate limited engagement and draft bylaws. However, public comments led the LTC to believe more public engagement was warranted prior to bylaws being drafted and reviewed. Funding for year 2 would allow more robust engagement and then allow the consultants to complete their work drafting and processing bylaws.

At their September 9, 2022 regular business meeting, the Hornby Island LTC passed the following resolutions:

That the Hornby Island Local Trust Committee request staff revise the business case consistent with the amended project charter. [Endorsed Project Charter attached.]

That the Hornby Island Local Trust Committee endorse the revised business case for the Hornby Island Official Community Plan Amendment Review Project and forward to the Financial Planning Committee for consideration in the 2023/24 budget.

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

OCP and LUB Bylaws would be drafted and processed.

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

This project may not be completed in Fiscal year 2023/24 due to the northern office being short-staffed. First Nations have not been consulted up to this point but presumably would be after first reading of bylaws.

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 - ie. do nothing - and the anticipated results of that action.*)

Option 1: Request a lesser amount of funding and continue with drafting and processing bylaws with minimal public engagement.

Option 2: Request $25,000 to facilitate even more robust levels of public engagement.

Option 3: Request that the Hornby Island Residents and Rate Payers association conduct a separate set of public engagement activities related to the project not funded or staffed by Islands Trust.

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

- Consultants will have to be able to work relatively independent of staff.

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

The LTC is asking for $15,000 in funding for 2023/24 as this seems like a relatively reasonable amount that should enable consultants to continue with public engagement and finish processing bylaws.

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.)*

<u>Quantitative Analysis:</u>

Qualitative Analysis:

If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), 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: *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor*)

- RFP – or extension of existing consultant contract.

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?)*

Consultants would continue public engagement and then draft and process bylaws.

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. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Planning Staff would be needed to manage the consultant contract, guiding and supporting the project; staff would need to draft staff reports and guide the drafting of bylaws.

Finance staff would be needed to manage the financial end of the consultant contract, invoicing for venue rental and advertisements, and managing the project budget.

Admin staff would be needed to manage website posting, zoom meeting support, mailings, and venue rental for CIMs and Public Hearings. Admin staff would also handle agendas and minutes of meetings where the project is discussed by the LTC, and referral of the bylaws to agencies and First Nations.

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

Heather Kauer, Regional Planning Manager	September 16, 2022
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

Hornby OCP Amendments Review Project - **Charter** v 2.0

Hornby Island Local Trust Committee   Endorsement Date: Sept. 9, 2022

Purpose: To review and update the Hornby Official Community Plan (OCP) and Land Use Bylaw (LUB) regulations with regards to housing, short term vacation rentals, First Nations acknowledgments, and riparian areas.

Background: The LTC identified a "Comprehensive OCP/LUB Review" as a top priority project and requested the Hornby Island Advisory Planning Commission to provide recommendations for OCP and LUB amendments related to four specific topics. The APC spent much of 2021 and early 2022 meeting and providing recommendations regarding amendments.

Objectives

- Amend the Hornby Island OCP and LUB by incorporating recommendations of the Hornby Island Advisory Planning Commission and public feedback on these recommendations

In Scope

- OCP and LUB amendments regarding:
  - Housing
  - STVRs
  - RAPR
  - First Nations
- Community Engagement + Leg. Process

Out of Scope

- Topics beyond the four identified as in-scope;
- Public engagement beyond legislative requirements and community workshops

Deliverables

- One OCP Amendment Bylaw
- One LUB Amendment Bylaw

Workplan Overview

Deliverable/Milestone	Date
Project Charter Endorsed	June, 2022
Execute Consultant Contract	August, 2022
First Community Workshop	October, 2022
Second Community Workshop	Winter, 2022/23
Consultant Report on Workshops and Recommendations for Bylaws	Spring, 2023
1st Reading of bylaws and referral	Spring, 2023
2nd Reading of bylaws and schedule CIM and Public Hearing	Summer, 2023
CIM/Public Hearing	Fall, 2023
3rd Reading and forward to EC and Ministry	Winter, 2023/24
Adoption	Spring, 2024

Project Team	
Island Planner	Project Manager
Consultant	Workshop facilitation and drafting of bylaws
Legislative Clerk	Legislative Process / Bylaw Review
Administrative Office Assistant	Website postings; meeting notices
RPM Approval: *Heather Kauer, RPM* **Date: 9-Sept-2022**	**LTC Endorsement:** Resolution #: 9-Sept-22

Budget		
Budget Sources: TC Line Item Budget allocation		
Fiscal	Item	Cost
2022/23	Consultant Contract	$13,450
2022/23	Workshop Venue Rental / advertising	$850
2022/23	Minute-Taker	$600
2023/24	Consultant Contract	$13,200
2023/24	CIM/Public Hearing	$1,800
	Total	$16,700

Islands Trust

Budget Funding Request
Short-Form Business Case

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

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Initiated by:
Louisa Garbo</td><td rowspan="3"><u>Budget Source</u> (select all that apply):

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

☐ Furniture & Equipment

☐ Computer Hardware/Software/Supplies

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

Other – please describe:</td></tr>
<tr><td>Business Area:
Salt Spring Island Local Trust Committee</td></tr>
<tr><td>Name of Request:

Ganges Village Area Plan</td></tr>
<tr><td>Date of Funding Request: November 10, 2022</td><td>Funding Required for (date range): April 1 2023-March 31, 2024, total ask of $86,500</td></tr>
<tr><td colspan="2">ISSUE/OPPORTUNITY:

On November 10, 2020, the SSI LTC passed the resolutions adopting the Project Charter, budget and Engagement Plan for the Ganges Village Planning Project. Since then, a Ganges Village Planning Task Force (aka Special Project Advisory Planning Commission) was formed, meeting twice a month to explore issues, policies and visions, and offered recommendations to the SS LTC. A consulting team was retained to conduct a robust public engagement program, working in conjunction with the Task Force. The consulting team also facilitated a two-day workshop with the Task Force and a community Design Idea workshop. A comprehensive report summarizing the public engagement program by the consulting team is available on the <u>project webpage</u>.

This budget request is for the final stage of the Ganges (Shiya'hwt/SYOW̱T) Village planning process to draft the Ganges (Shiya'hwt/SYOW̱T) Village Area Plan. The title of the area plan was suggested by Lyackson First Nations.</td></tr>
</table>

Ganges Village is the urban core of the Islands Trust Area and faces unique demands on a scale and intensity not experienced elsewhere within the Trust area. Previous community engagement efforts in relation to Ganges Village Planning were undertaken in 1995 and again in 2006. Much has changed since then while much remains unresolved. For example: Ganges is a First Nations village site, Ganges is subject to sea level rise with the greatest social, economic impacts in the Trust area, Ganges is the focal point of homelessness on Salt Spring Island and has the greatest per capita homeless population in the Capital Regional District, Ganges infrastructure is aging and being replaced or upgraded which requires consideration of growth patterns, Ganges is subject to a moratorium restricting new connections to the community water system. Ganges is the economic driver for Salt Spring Island, and to large extent, the Trust area, and with high land values comes desires to revitalize properties, hotels, harbours, and key institutional lands. Meanwhile policies are woefully outdated and do not reflect Trust Council's implementation of the First Nations Engagement Principles Policy, Trust Council's Reconciliation Declaration, and Trust Council's declaration of a Climate Emergency. To address these numerous issues, the SSI LTC has directed staff to create a Project Charter that will deliver a Ganges Village Area Plan.

This project provides the SSI LTC the opportunity to advance various objectives within the Trust Council Strategic Plan including, but not limited to, the following topics:

- *Mitigate and adapt to climate change impacts*
- *Improve community engagement and participation in Islands Trust work*
- *Strengthen housing affordability*
- *Strengthen relations with First Nations and to advance Trust Council's commitment to Reconciliation*

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY23/24 is to cover costs associated with:

Consultation and coordination between LTC and 13 First Nations	ongoing	$26,000
Consultant selection process for drafting the area plan and the public consultation of the area plan	Spring 2023 for six months	$50,000 – consulting contract
Task Force meetings	Over the course of 2023	$3,500 – (Cost anticipates advertising, and minutes taking at ±$25/hr)
Technology (mapping, data analysis, etc.) and administrative support for public consultation process	Over the course of 2023	$2,000
Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	Over the course of 2023	$5,000
	Total	**$86,500**

RISK ASSESSMENT:

Ganges Village is the Islands Trust's core urban centre, it is facing an immense demand for development. It will grow in the direction that deviates from the objectives set forth in the Trust Council Strategic Plan, which includes their commitment to First Nations Reconciliations, protection and preservation of the environment, and Climate Change without an area plan to provide specific guidelines for future development.

This is the final stage of the Ganges Area Plan planning process, community has the expectation of an area plan being completed to guide the future of the core area. First Nations also anticipate being part of the process to address the future of Ganges Village as the area continue to grow and prospect with First Nations being part of the process.

ALTERNATIVES CONSIDERED:

Option 1: Undertake the drafting of the area plan in-house. This option will require substantially longer timeframe to complete this project, which has already been nearly two years in the making. There is limited resources in the SS office, to undertake the drafting of the area plan, the consultation with 13 First Nations, the facilitation of the Ganges Area Planning Task Force, the collaboration with agencies through the existing Technical Working Group, along with public consultation of the draft area plan and various discretionary process will be quite overwhelming for the staff involved.

Option 2: Instead of creating a standalone document of an area plan, only amend the existing section of the SS OCP – Section B.5.2 Ganges Village Designation, as part of the major amendment to the SS OCP process. This option will provide limited ability to address issues relating to Ganges Village holistically as identified in the original Project Charter.

Option 3: Keep the same project charter and budget but fund the project via a Special Tax Requisition. This project is not relevant to just Salt Spring Island, Ganges Village being the urban heartbeat of the Islands Trust area and Ganges Village Planning is vital to the health of the Islands Trust's communities as a whole. The project will apply Trust Council's declarations and implement Trust Councils Strategic Plan. Salt Spring Island contributes the greatest portion of funding to the Islands Trust federation model. Salt Spring Island already uses a special tax requisition to fund SSIWPA which assists other water sustainability projects throughout the Trust area. The impact of funding this project via special tax requisition is to save the overall proposed Trust Council budget of approximately 1%, whereas the special tax requisition would have a more dramatic impact on local Salt Spring Island taxpayers.

CRITICAL SUCCESS FACTORS:

With an unbiased, neutral third-party professional to draft the area plan (based on recommendations from the completed engagement program and the Ganges Village Planning Task Force), will help to address public opinions and the pre-conceived notion of the island Islands Trust's staff.

RECOMMENDED OPTION:

Approve the request for $86,500 as requested.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $50,000 for a contract with a consultant with experience graphic design to content writing. Professional consulting to write area plan usually cost way over $100,000, but the cost usually included the public engagement component, since the engagement process has been completed, the cost should be substantially lower.
- $7,000 on technical support and educational material are estimates based on prior processes.
- $3,500 on task force meetings are estimates based on previous years.

• $26,000 as capacity fund for First Nations is a low estimates. SS LTC put a pause on the planning process to focus on collaboration with First Nations, this commitment requires funding support. • The total cost of $86,500 is very near to the amount that was not carried over from 2021 to 2022 and the amount that was cut by the Executive Committee in early 2022.
PURCHASING PROCEDURE: As per Islands Trust process for hiring consultants.
PROPOSED IMPLEMENTATION STRATEGY: Implementation is for the last stage of the Ganges Village Area Plan planning process as identified in the Project Charter and approved by SS LTC and the Regional Planning Committee.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: A standard educational and informational online tools have been developed, and a general stakeholder groups was identified in the Ganges Village Public Engagement Program conducted by the consulting team which included a specific list of contacts of stakeholders, community groups, relevant agencies, and various First Nations communities.

Louisa Garbo, Acting Regional Planning Manager	August 15, 2022
Initiator Name and Title	Date
Stefan Cermak, Director, Planning Services	Sept. 19, 2022
Reviewed by: Name and Title	Date

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

Next steps:

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

REQUEST FOR DECISION

To:	Regional Planning Committee	**For the Meeting:**	January 17, 2023
From:	Narissa Chadwick, Island Planner William Shulba, Senior Freshwater Specialist	**Date Prepared:**	December 16, 2022
SUBJECT:	Regional Planning Committee Project Funding for 2023/24		

RECOMMENDATION:

1. **That Regional Planning Committee request to Financial Planning Committee for $50,000 as a placeholder for the Fiscal Year 2023/24 Budget.**

2. **That Regional Programs Committee forward to the Financial Planning Committee, for inclusion in the Fiscal Year 2023/24 Budget, the business case for $18,000 for implementation of the Freshwater Coop Student.**

3. **That Regional Programs Committee request staff to report back with:**

    a. **More information and details outlining what a web-based knowledge sharing portal connected to the Islands Trust webpage would look like, how it would function, and why it should or should not be separate from the current one webpage dedicated to the Freshwater Sustainability program.**

    b. **Greater breakdown of how $25,000 in the draft business case would be used to develop a portal and what maintenance costs may or may not occur.**

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

In December 2021, the Islands Trust Council received the Islands Trust Freshwater Sustainability Strategy. This document sets out a vison and actions to address freshwater supply challenges, support climate action, and protect water resources over the longer term. The strategy also identifies how Islands Trust will work with key partners in other government agencies, First Nations, community groups, and island residents. The draft business case attached to this RFD would begin implementation of the strategy and to maintain the momentum of the ongoing work sponsored by the Islands Trust Council and lead by the Regional Planning Committee. Staff are recommending that the RPC receive further information about the business case before fully allocating all its next fiscal resources to it.

1 PURPOSE

The purpose of this request for decision is to:

- Provide background on the development of the Islands Trust 2022- 2032 Freshwater Sustainability Strategy (FWSS), and

- Recommend steps for the implementation of the Islands Trust Freshwater Sustainability Strategy for 2023/24, including consideration of a draft business case to develop a dedicated webportal to communicate and educate the Islands Trust community about the Freshwater Sustainability Strategy and its numerous tools and deliverables.
- Recommend re-approving the business case supporting the hiring of a Freshwater Coordinator coop student to assist in various deliverables including the creation of various communication products such as a Freshwater Atlas for the Islands Trust Area.

2 BACKGROUND

Fresh water on the Islands Trust Area that is inherently vulnerable. As impacts of a changing climate intensify, freshwater vulnerabilities for island communities, economies, Indigenous heritage, and ecological systems increase. Recognizing this, Trust Council made freshwater sustainability a priority for the 2018-2022 term.

The 2018-2022 Islands Trust Strategic Plan called for: the development of a regional freshwater management strategy, determining recharge and water budgets for groundwater aquifers in the Trust Area, and develop land use regulations regarding freshwater sustainability. The creation of the Senior Freshwater Specialist in 2017 gave the Islands Trust the capacity to initiate a groundwater sustainability science program and freshwater-related projects for several local trust committees. These projects then informed the development of the Freshwater Sustainability Strategy.

Freshwater Sustainability Strategy Development

In December 2020, the Islands Trust received a grant of $245,000 of provincial funding through the Healthy Watersheds Initiative (HWI) to develop a Freshwater Sustainability Strategy and for related projects. The development of the FWSS ($125,000) involved Indigenous Knowledge Holders and representatives of several government agencies including the Province, water purveyors, consultants, community organizations, Islands Trust Staff and Trustees as part of an advisory committee that contributed to the development of goals, objectives and actions.

The Islands Trust Freshwater Sustainability Strategy was developed with the overarching goals:

- Protect ecosystems and the health of watersheds and groundwater,
- Collaborate with First Nations and Indigenous organizations to create understanding of cultural and spiritual values of water and how they interrelate to ecosystems and community well-being in decision making,
- Preserve or enhance quantity and quality of drinking water sources for current and future Trust Area residents, and
- Enable British Columbians to enjoy the islands’ water for recreation, aesthetic, and spiritual purposes.

At their December 2021 meeting, Islands Trust Council received the Freshwater Sustainability Strategy (FWSS) and requested staff to develop a policy document and recommendations for the implementation. At the same meeting, Trust Council deferred business cases that focused on the development of a communications and outreach plan associated with implementation. As a result, communications and outreach related to FWSS implementation for fiscal year 2022/23 was limited to specific local trust committee (LTC) and Regional Planning Committee (RPC) projects that were in process.

The FWSS document is on the Islands Trust website:
https://islandstrust.bc.ca/document/freshwater-sustainability-strategy/

Freshwater Sustainability Strategy Programs

FWSS programs are the mechanism through which actions to realize the goals and objectives for the FWSS are advanced. The strategy is organized around four programs:

1. **Groundwater Sustainability Science Program**
2. **Watershed Sustainability Science Program**
3. **Cultural Knowledge and Engagement Program**
4. **Freshwater Sustainability Reporting Program**

1. The Groundwater Sustainability Science (GWSS) Program preceded the development of the FWSS and informed its development. Since 2017, several projects related to groundwater preservation have been undertaken by local trust committees and the RPC. These projects were developed with similar objectives, including but not limited to:

- Improving groundwater data management to inform decision-making;
- Determining groundwater recharge potential across the Islands Trust Area;
- Developing regional groundwater availability assessments;
- Establishing groundwater regions as a focus for water management;
- Integrating water availability and vulnerability information into land use policies; and
- Developing a coordinated long-term water monitoring programs.

Summarized below are the five significant projects of the GWSS program that advanced the 2018-2022 Trust Council Strategic Plan and the objectives of the Freshwater Sustainability Strategy.

The *Islands Trust Area Aquifer Conceptualization* project began in 2017. This project improved groundwater data by inventorying existing open source, academic, and government datasets to be used for new groundwater analysis. Geology, soils, ecosystem, and aquifer mapping data were collated across the Islands Trust Area from various sources. Aquifer boundaries and hydraulic connection to streams were improved on Denman and Hornby in 2019/20 in a partnership project with the Province. Groundwater regions have been defined or updated on most islands and are proposed to be used as a water management unit for research, water authorizations, and groundwater availability assessments. Three-dimensional hydrogeological models of most islands in the Islands Trust Area were produced. These maps and models assist in predicating groundwater producing fractures, risk of saltwater intrusion, groundwater recharge areas, and wetlands mapping.

The *Islands Trust Area Groundwater Recharge Mapping* project began in 2018 with an initial methodology-focused project on Salt Spring Island. In FY19/20 recharge potential methodology was expanded and mapping was completed for Galiano, Mayne, North Pender, Saturna, and South Pender islands. In FY20/21 recharge mapping was completed on Denman, Hornby, and Gabriola islands. Anvil, Bowen, Gambier, James, Keats, Lasqueti, Reid, Sidney, Thetis, Thormanby, and Valdes are being completed. Salt Spring is being updated.

The *Southern Gulf Islands Groundwater Availability Assessment* project was undertaken to develop methodology to regionally quantify the availability of groundwater. The methodology used was based on existing climate variables, estimated water demand, 3D conceptual models, and groundwater recharge potential. The islands included in this project are Galiano, Mayne, North Pender, Saturna, and South Pender. The results from the assessment revealed regional vulnerabilities and opportunities in groundwater resources. Groundwater regions that were identified less vulnerable with respect to groundwater availability provide potential opportunities for increased water use intensity and density. In groundwater regions where demand is a significant percentage of recharge more detailed case by case examination of water vulnerability will be necessary if increased density and/or intensity of land use is considered.

Groundwater Sustainability Implementation and Planning projects were initiated by Galiano and North Pender local trust committees to facilitate further investigate the results of the groundwater projects. These projects provided communities with more information and informed potential amendments to Official Community Plans (OCP) and Land-use Bylaws (LUB) to protect groundwater recharge areas and preserve drinking water.

The *Mayne Island Flexible Housing Project* used GWSS data and mapping as primary criteria to identify a pilot areas for additional dwelling units where increased density will have less risk on groundwater resources than in other areas. A decision matrix was created to help evaluate the risks and benefits of different locations. The criteria used included groundwater availability, aquifer vulnerability, as well as access to services and amenities and lot size.

2. The Watershed Sustainability Science Program improves the communities understanding of water resources, attributes of aquatic ecosystems, and the overall healthy function of watersheds.

- The *Hornby Island Healthy Watersheds* project was a coordinated effort between the Islands Trust and Hornby Water Stewardship to identify vulnerabilities of watersheds and how that impacts drinking water, recreation, and ecological services. The Healthy Watersheds Initiative funded this project.
- Numerous collaborative projects with other government agencies and community organizations that are supporting watershed resiliency, wetlands mapping, water balance assessments, watershed governance initiatives, and data inventory are also related to the program.
- The Salt Spring Island Watershed Protection Alliance (SSWIPA) is an example of a coordinating effort between various partners to advance common understanding of water resources, attributes of aquatic ecosystems, and the overall healthy function of watersheds.

3. The Cultural Knowledge and Engagement Program shares information, research, and Indigenous ways of knowing with communities, staff, and trustees.

The goals are to foster stewardship, inform land use decisions, encourage water conservation, and support watershed protection. The main intention of this program is to assist the Islands Trust to increase its capacity to communicate with residents, businesses, visitors, and non-resident property owners.

- The Islands Trust, with funding from the Healthy Watersheds Initiative, supported the following projects:
    - development of an Indigenous Perspectives on Water film (to be released in 2023 once final edits complete)
    - talking circles on water with Indigenous elders and youth, and
    - an online inspiring leaders webinar series for Indigenous youth, held in partnership with Naut'samawt Tribal Council.

4. The Freshwater Sustainability Reporting Program is in need of definition and direction by the Regional Planning Committee and is the primary subject of the attached business case. Reporting on freshwater sustainability can be done through workshops, webinars, easy-to understand maps, fact sheets, website content, etc. Through the attached business case staff recommend that the Freshwater Sustainability Reporting Program undertake in 2023/24:

- Continued development on the *Islands Trust Freshwater Atlas primarily through the work of a freshwater technical coordinator – a position supported in an attached business case (for $18,000)*.
- Development of freshwater sustainability profiles for local trust areas, similar to the Islands Trust Conservancy Local Trust Area profiles (Hornby Island example at: https://islandstrust.bc.ca/wp-content/uploads/2019/12/Hornby-Island-LTA-Profile.pdf)

- A web-based knowledge sharing portal connected to the Islands Trust webpage called *Islands. Staff have primarily named it: Freshwater Information Stewardship Hub* (*iFISH*).

The Freshwater Sustainability Strategy has been weakest in development of a reporting program. Current information is shared on a singular webpage or with respective local trust committees when relevant to a specific project. Staff are proposing that better communications and a better medium for delivery of those products. One of those deliverables is the creation of a Freshwater Atlas which would be created by the proposed coop student. The coop position was supported by the previous RPC and is attached to this RFD. Meanwhile, the Islands Trust Council and RPC have requested a policy that would guide further implementation of the FWSS which may factor into future prioritization of projects.

Proposed Freshwater Sustainability Strategy Implementation for Fiscal Year 2023-24

At their August 24th, 2022 meeting the RPC passed a resolution requesting that $100,000 be used as a placeholder for FY 2023/24 RPC projects. The following resolution was passed:

> **That Regional Planning Committee put in a request to Financial Planning Committee for $100,000 as a placeholder for the incoming RPC budget.**

At the November 25, 2022 the Financial Planning Committee recommended the $100,000 placeholder be reduced to $50,000.

Staff recommend reaffirming that this $50,000 be used as a placeholder while seeking further feedback on the attached business case – most specifically on the $25,000 recommended for technical development of a web-based portal. This will help the RPC assess whether or not to commit the full $50,000 recommended cap on the FWSS. For clarity, staff strongly recommend that the FWSS be one of if, if not the key priority of the RPC, the RPC may wish to consider how those resources are allocated in more detail.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Supporting the sustainability of freshwater resources is at the core of the Regional Planning Committee's work that it has championed and advanced extensively over the last few years. The work itself implements the Islands Trust Councils Strategic Plan's goals and objectives to protect the quality and quantity of fresh water resources of the Trust Area. The FWSS is a unique trust wide strategy that is at the implementation stage. The success of implementing the FWSS could be instrumental in learning and developing other trust wide strategies such as to address housing issues.

Staff Resourcing
Approving the attached business case would also allocate time of the Senior Freshwater Specialist (0.25 FTE), and team Regional Planning Team member (0.25FTE).

FINANCIAL:
The draft proposal is for $50,000 which matches the RPCs FY 23/24 cap recommended by the RPC.
Strengthening communications and information tools could attract potential provincial support and funding from the proposed Watershed Security Strategy and Fund and other funds that may emerge. Funding is essential for the successful development and implementation of policies and processes to support freshwater sustainability in the Islands Trust Area into the future.

POLICY:
Developing a policy and procedures related to the Freshwater Sustainability Strategy remains on the RPCs FUAL.

IMPLEMENTATION/COMMUNICATIONS:
The FWSS provides a framework for implementation of actions that will contribute to the sustainability of freshwater in the Islands Trust Area (attached). It is a living document that can be revised and updated by the RPC to meet the strategic priorities of Trust Council.

FIRST NATIONS:
The Islands Trust focus on freshwater sustainability supported by Healthy Watershed Initiative funding facilitated relationships with First Nations Elders, Youth and Cultural Knowledge Holders. The Islands Trust partnered with Naut'sa maut Tribal Council to deliver an "Aspiring Leaders Workshop Series" for Indigenous Youth. An Indigenous Youth watershed restoration project with the Islands Trust Conservancy on Salt Spring Island was also supported by Healthy Watersheds Initiative funding. In addition, Islands Trust was able to support an Indigenous lead eco-cultural mapping project on Galiano Island and engage Cultural Knowledge Holders, Indigenous Youth and Elders in the creation of a film on Indigenous perspective on water.

Provincial funding for freshwater sustainability emphasizes engagement with Indigenous peoples and First Nations. The FWSS positions the Islands Trust to take advantage of opportunities that will advance goals related to reconciliation in the context of freshwater sustainability. For example, the FWSS recently attracted interest from the Centre for Indigenous Environmental Resources (CIER) who have extensive resources and the potential to assist the Islands Trust in reconciliation actions.

RESPONSE OPTIONS

Recommendations:

1. **That Regional Planning Committee request to Financial Planning Committee for $50,000 as a placeholder for the Fiscal Year 2023/24 Budget.**

2. **That Regional Programs Committee forward to the Financial Planning Committee, for inclusion in the Fiscal Year 2023/24 Budget, the business case for $18,000 for implementation of the Freshwater Coop Student.**

3. **That Regional Programs Committee request staff to report back with:**

   a. **More information and details outlining what a web-based knowledge sharing portal connected to the Islands Trust webpage would look like, how it would function, and why it should or should not be separate from the current one webpage dedicated to the Freshwater Sustainability program.**

   b. **Greater breakdown of how $25,000 in the draft business case would be used to develop portal and what maintenance costs may or may not occur.**

Alternatives:

The RPC may approved the business case as drafted. A resolution to help the RPC is:

1. **That Regional Programs Committee forward to the Financial Planning Committee, for inclusion in the Fiscal Year 2023/24 Budget, the business case for $50,000 for implementation of the Freshwater Sustainability Strategy.**

The RPC may request staff for more information. A resolution to help the RPC is:

1. ***That the Regional Planning Committee request staff to report back on the following things:***
    a.
    b. …

Attachments:

1. **FWSS FY2023/24 Implementation Business Case**
2. **FWS FY2023/24 Coop Position Business Case**
3. **FWSS Implementation Framework**

Prepared By:
Narissa Chadwick, Island Planner
William Shulba, Senior Freshwater Specialist

Reviewed By/Date: Stefan Cermak, Director, Planning Services / Dec. 15, 2022

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

Initiated by: Regional Planning Committee c/o Stefan Cermak, Director, Planning Services **Business Area:** Freshwater Sustainability Strategy **Name of Request:** Freshwater Sustainability Implementation **$50,000** – Development of Web portal and communications products	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) ■ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** ______________________
Date of Funding Request Submission: **January 17, 2023**	**Funding Required for (date range):** **FY 2023/24**

ISSUE/OPPORTUNITY:

Water resources in the Islands Trust Area are inherently vulnerable. The Groundwater Sustainability Science Program that has been supported by Trust Council delegated funding over the past term confirms this. Groundwater aquifer mapping and water budget analysis provides data to inform policies, regulations, and communications and engagement projects.

The 2018-2022 Islands Trust Strategic Plan called for the development of a regional freshwater management strategy, the development of water budgets for groundwater aquifers in the Trust Area, and the development of a model land use regulation addressing freshwater sustainability that includes groundwater, rainwater catchment and greywater recycling. This direction contributed to the initiation of the Groundwater Sustainability Science Program and the development of the Freshwater Sustainability Strategy (FWSS).

Freshwater Sustainability Strategy (FWSS) was developed in 2021. It involved representatives of different levels of government, water purveyors, consultants, community organizations, Islands Trust Staff and Trustees, and Indigenous Knowledge Holders as part of the advisory committee contributing to the development of goals, objectives and actions. In December 2021, the FWSS was received by Trust Council. At the same time Trust Council deferred business cases that focused on the development of a communications and outreach plan and related resources.

The FWSS can be found here:
https://islandstrust.bc.ca/document/freshwater-sustainability-strategy/

Communications and outreach is a priority. This was recognized by the former regional planning committee. While many steps have been taken to improve data to inform decision making related to supporting the sustainability of groundwater resources, easy access to the information in an accessible form for planners, trustees and the public is critical for gaining support and implementing freshwater sustainability projects, successful collaboration with other jurisdictions and encouraging individual action. Effective and accessible communication tools will also provide an opportunity for transparent monitoring and evaluation of the FWSS actions.

Financial and staff resource commitments are critical to the development of, and improved access to, the information related to freshwater sustainably strategy implementation. These include dedicated time of the Senior Freshwater Specialist (SFWS) (0.25 FTE), Regional Planning Team (RPT) (0.25FTE) and a senior level co-op student (1 FTE for 4 months, $18,000 (separate business case)).

PROJECTED RESULTS/DELIVERABLES:

- A web-based platform to access to freshwater sustainability resources
- A platform to share the Freshwater Atlas to be developed by a Freshwater Technical Coordinator (a co-op position)
- Freshwater profiles for all islands
- Other educational materials (ex: Q&A document)

RISK ASSESSMENT:

This project can only move forward with funding and dedicated staff time. In the absence of funding, materials available to share will remain technical in nature and accessed from a variety of locations on the Islands Trust website (e.g. mapping page, separated LTC projects pages, the Freshwater projects page). Numerous trustees, staff and public have expressed concern about challenges finding information related to programs under the FWSS.

ALTERNATIVES CONSIDERED:

Option 1: Proceed with funding allocation as identified. This would support the FWSS's priority focus on the need for effective outreach and communications. It will facilitate more efficient use of existing and future information by helping to increase staff, trustees and the public's understanding of data collected and other related information. Financial = $50,000, Staff = O.5 FTE.

Option 2: Do not develop web portal – Communications products would be created but access would limited and challenging. As a result the use of the communications products may be limited. Financial = $25,000, Staffing = 0.40 FTE.

Option 3: **Develop web portal only**. A platform for sharing communications products as they evolve would be created and populated with materials that currently exist on the Freshwater projects page https://islandstrust.bc.ca/programs/freshwater-sustainability/ in a more organized form. Additional communications products would be limited to Q&A in technical language, Financial = $25,000, Staff = 0.25 FTE.

Option 4: **Proceed without funding**. Communications products would be limited to Q&As in technical language posted on existing Freshwater projects page. Financial = $0, Staffing = 0.15 FTE (SFWS only) as direct time. Indirect time assisting Trustees, Staff and public with accessing and explaining information would increase. This was the case in FY 2021/22.

CRITICAL SUCCESS FACTORS:

- Communications products developed
- Web portal developed
- Freshwater Atlas and Freshwater Island Profiles posted in web portal in addition to other plain language material as well as detailed maps and reports.

RECOMMENDED OPTION:

$50,000 – Development of Web portal and communications products.

TASK	AMOUNT
Development of Communications Products - Island Freshwater Profiles - Web Portal Branding - Plain Language Webpage Content (eg.page intro paragraphs, plain language Q&A) - Graphics	$25,000
Technical Development of Portal	$25,000

This funding will support implementation of this component of the Islands Trust strategic plan. As the only Trust Council priority at this time that has a designated strategy clear communications material that can be accessed easily will demonstrate to the public and to potential future funders that freshwater sustainability will continue to be an Islands Trust priority.

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.)*

<u>Quantitative Analysis:</u>

Creating accessible communications products and demonstrating implementation of priorities in the FWSS has the potential to attract more funding for other FWSS actions. It is also valuing the investment in the work that has been done through the Groundwater Sustainability Science Program.

<u>Qualitative Analysis:</u>

Having easy to access plain language resources and strong visual communication tools will:

- Make it easier for trustees, staff and the public to understand how groundwater mapping and data can be applied to land use decision making by facilitating understanding of groundwater vulnerability and measures needed to support freshwater sustainability.
- Encourage island residents to protect and conserve water resources by identifying in plain language the impacts of their actions
- Help facilitate collaboration with other levels of government, First Nations, community organizatios and other relevant agencies by making data, research and project information easy to find
- Attract potential funding by demonstrating commitment to implementing the Islands Trust's Freshwater Sustainability Strategy
-

PURCHASING PROCEDURE:

- Technical website work will be added to existing contract of current website maintenance and development
- Standard procurement procedure via RFP will be followed for hiring of communications professional

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?)*

RPC will be able to provide input into deliverables at each regularly scheduled meeting.
Work will be completed by March 30th 2024.

STAFF RESOURCING:

Resource Needs:

Product/Job	Financial Resources	Human Resources
Q + A, Management of Atlas and development of educational / communication materials		0.25 Senior Freshwater Specialist (with co-op).) 0.75 without co-op.
Plain language documents, groundwater profile templates and writing, graphic design	$25,000	Project Management 0.25 Regional Planning Team
Webpage technical work	$25,000	Annual upkeep will be part of overall site upkeep
Total for FWSS Implementation 23/24	**$50,000**	**0.5 FTE**

*As the project involves website and communications some Information Service and Trust Area Services staff time will be required.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The Senior Freshwater Specialist and Regional Planning Team member will work closely with Information Services staff as wells a Trust Area Services staff.

Initiator Name, Title

Date

Reviewed by Department Lead: Name, Title

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

Initiated by (name, title):

William Shulba,P.Geo
Senior Freshwater Specialist

Business Area: Local Planning Services

Name of Request:

Freshwater Technical Coordinator
Co-op Student for term Summer 2023

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

■ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ■ **Temporary**
  - Temp Duration: **01 May- 01 Sept 2023**

☐ **Other – please describe: _______________________**

Date of Funding Request Submission:
August 19, 2022

Funding Required for (date range):
01 May- 01 Sept 2023

ISSUE/OPPORTUNITY:

Trust Council recognized the importance of protecting freshwater in the 2019 -2022 Strategic Plan, which identifies freshwater stewardship as a top priority. By declaring a climate emergency the Islands Trust acknowledge the need to address increasing vulnerabilities. The initiation of the Groundwater Sustainability Science Program in 2019 and the development of the Freshwater Sustainability Strategy in 2020 by the Regional Planning Committee (RPC) demonstrates a commitment to addressing the critical need to address threats to freshwater vulnerability.

The Islands Trust Freshwater Sustainability Strategy provides a framework for action to be taken over the next decade (2022 to 2032) and beyond to protect water resources over the longer term. It harmonizes the efforts of groundwater-focused projects, expands this work to other islands in the Trust Area, supports the translation of the science into land use policy and regulation as well as identifies ways to enhance community stewardship and support for measures that will address freshwater vulnerabilities. It includes overarching goals, objectives, programs, specific actions, and outlines an implementation plan.

Staff has identified the need for a Freshwater Technical Coordinator to assist the Senior Freshwater Specialist to undertake coordination activities relating to education of staff, trustees, and public with respect to mapping, data management, and other strategy deliverables.

A promising goal of this position is to continue to engage with university student co-op programs, which over the years has provided excellent exposure of Islands Trust project to academic and ultimately provides an exceptional opportunity for a student.

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

The Freshwater Technical Coordinator will enable the Senior Freshwater Specialist to dedicate more time resources to projects, inquiries, and strategies under the FWSS. The Freshwater Technical Coordinator will be instrumental in assisting in sharing freshwater information with the public and will help develop materials for a Freshwater Forum. The Freshwater Technical Coordinator will undertake data management and other technical tasks that can consume a considerable amount of the Senior Freshwater Specialist's time. The Freshwater Technical Coordinator will have experience in GIS and will support the reinstatement of the Islands Trust Freshwater Atlas.

RISK ASSESSMENT:

The Freshwater Technical Coordinator will likely be a co-op student with 2-4 years post-secondary experience. There is likely to be front end time needed to support this position by the Senior Freshwater Specialist.

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 - ie. do nothing - and the anticipated results of that action.*)

Option 1: Create a permanent staff position (STO24/LSO2) to support the Technical Coordination function described in the Freshwater Sustainability Strategy.

Option 2: Not approve funding = lost opportunity to attract and retain qualified and trained staff in the future

Option 3: Limit the amount of time the Senior Freshwater Specialist allocates to current planning applications, public inquiries, and coordination with other agencies/governments to allow for appropriate amount of time for data management and advocacy for strategic freshwater programs.

CRITICAL SUCCESS FACTORS:

Co-op students tend to bring new ideas, new technologies, and other emerging knowledge from academia. They tend to be very receptive to handling a wide range of tasks; they may be unfamiliar with the complex organizational structure of the Islands Trust and detailed hydrogeology of the current projects. However, the co-op placement is an excellent learning opportunity, especially in this time of need of economic drivers and creative ways of undertaking Islands Trust strategic projects.

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

Approve the funding as requested, as on-boarding a co-op student is a familiar process with the Islands Trust and will be informed by the success of the 2021 Watershed Ecosystems Technologist position.

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.)*

<u>Quantitative Analysis:</u>

Less expensive and less risk than hiring a permanent staff member as a Technical Coordinator as per the Freshwater Sustainability Strategy.

<u>Qualitative Analysis:</u>

This position will help inform the future of the Technical Coordinator role in the Freshwater Sustainability Strategy at a significant cost saving from a permanent or temporary full staff member or a consultant. The benefit of coordination with academia goes beyond the position and tends to positive relationships with universities and can attract qualified employees in the future.

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

Establishment of a new Co-op Freshwater Technical Coordinator position for Summer 2023

PROPOSED IMPLEMENTATION STRATEGY:

Following the establishment of a new Co-op Freshwater Technical Coordinator position for Summer 2023, the Senior Freshwater Specialist will assist the co-op student in orientation to the organization and will provide a two-week intensive workshop in the Freshwater Sustainability Strategy and then weekly meetings to track progress.

STAFF RESOURCING:

- Senior Freshwater Specialist will assist the co-op student in orientation to the organization (35 Hours)
- Provide a two-week intensive workshop in the Freshwater Sustainability Strategy (70 Hours)
- Weekly meetings to track progress (5 hours/wk).

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- None

William Shulba, P.Geo,
Senior Freshwater Specialist
Initiator Name, Title

August 18,2022
Date

Stefan Cermak, Director, Local Planning Services
Reviewed by Department Lead: Name, Title

August 19, 2022
Date

REVIEWED BY MANAGEMENT TEAM:	
Date received:	**Accepted by Management:** ☐ **YES** ☐ **NO**

Next steps:

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

Freshwater Sustainability Plan Program Areas and Related Actions

FTE- Full Time Equivalent
SFWS – Senior Freshwater Specialist
RPT – Regional Planning Team
SIPA – Senior Intergovernmental Policy Analyst

. $ = <$10,000, $$ = $10,000 - $50,000, $$$ = $50,000 - $100,000,

Groundwater Science Program
(legend: light blue highlighted cells represent actions that may be taken with support of the business case)

Action	What is needed	Resources	Timing
1. Improve data management	**Platform for sharing data** - **Web portal** - **Freshwater Atlas**	**FY 23/24 Business Case** **$$**	**FY 23/24**
2. Develop a coordinated long-term monitoring program	Co- ordination with RDs	.5 FTE for one year $$	TBD
3. Continue groundwater data and information inventory	Completion of current work with GW Solutions	SFWS	March 2023
4. Continue groundwater potential mapping	Completion of current work with GW Solutions	SFWS	March 2023
5. Continue groundwater availability assessments	Complete for SGI only	SFWS $$$	TBD
6. Groundwater as focus for land use planning for all islands	Groundwater region maps in OCPs with each OCP update	LTC OCP review projects $	ongoing
7. Integrate water availability and vulnerability information into land-use policies and regulations	Planner and Trustee workshop on how it has been applied on Mayne and Galiano	RPT $	January/ February 2023
8. Implement appropriate planning and regulatory tools to protect vulnerable aquifers and sensitive aquatic ecosystems	Completion of Galiano and NP GWSS projects. Initiation on other islands	RPT $	ongoing
9. Improve the availability of water-related information to support development application reviews	**Platform for sharing data** - **Web portal** - **Freshwater Atlas**	**FY 23/24 Business Case** **$$**	**FY 23/24**
10. Customize water supply requirements for new development to local circumstances	Applying data to projects. Data on groundwater availability assessments.	SFWS, RPT, Islands Planners	ongoing

Watershed Security Program (WSS)

Action	What is needed	Resources	Timing
1. Inventory and understand watersheds and ecosystems	Reflect on Provincial watershed security fund to inform next steps	$5000 for each LTC mapping project (SSI in progress)	ongoing
2. Explore the potential of rainwater harvesting	**Communications. Co-ordinate with RDs and MoH**	**FY 23/24 Business Cass:** **$$**	**ongoing**

Cultural Knowledge and Engagement Program

Action	What is needed	Resources	Timing
1. Identifying sites of cultural and spiritual significance to First Nations	Internal focus on defining action	SIPA $	TBD
2. Raising awareness re: First Nations cultural values, interests, and inherent rights	Indigenous Perspectives on Water film posting (Feb 2023) Other activities	SIPA , TAS $	Ongoing
3. Freshwater Stewardship Outreach Plan	**Social media posts** **Sharing information** **Web portal**	**FY 23/24 Business Case** **$$**	**March 2023 and ongoing**
4. Water Focussed training for Trustees and Staff	Trustee Orientation. Planning Services Webinar	RPT $	Jan-March 2023
5. Market research on water related behaviors and attitudes	Research	TAS $$	TBD
6. Support water purveyors	Annual meeting for water purveyors	SIPA/RPT $$	2023/24

Freshwater Sustainability Reporting Program

Action	What is needed	Resources	Timing

1. Develop ‘state of freshwater’ report for the Islands Trust	FY 23/24 Business Case Deliverables	RPT $$	TBD

Collaboration and Advocacy with Other Agencies

Action	What is needed	Resources	Timing
1. Collaborate with First Nations and Indigenous Organizations	Strategy	SIPA $	TBD
2. Work with Province to employ regulatory instruments	Annual meeting with Province	SFWS $	TBD
3. Harmonize approvals and integrate goals and objectives	Intergovernmental Policy working group	Freshwater co-ordinator/RPT $	TBD
4. Manage water use and quality impacts from existing users	Technical Working Group	SFWS $	TBD

BRIEFING

To:	Regional Planning Committee	**For the Meeting of:**	January 17, 2023
From:	**Stefan Cermak, Director Planning Services**	**Date Prepared:**	December 13, 2022
SUBJECT:	**RPC Work Program**		

PURPOSE: To provide a summary of the Regional Planning Committee's previous accomplishments and current work program.

BACKGROUND:

The Regional Planning Committee's Terms of Reference, relevant legislation and policies and other resources are included in the Council committee Toolkit (attached). The Toolkit provides the following background information about committee work programs:

Work Program

Council committee work is managed through Work Programs, as per Trust Council Policy 6.7.1. Work Program, Follow-Up Action Lists and Priorities Chart. There are two general components to the Work Program: the Top Priorities and the projects List.

TOP PRIORITIES

Council committees may identify prioritized work items that are then listed under Work Program in order of priority. Work items can be significant and long-term, such as the development of a new policy, or may be relatively minor. However, a committee may only have the capacity to undertake one major or significant project at a time. The Top Priority projects, unless very minor, should have a project charter and budget before any significant work can begin.

PROJECTS LIST

Council committees' projects list is a record of work the committee has been assigned by Trust Council or those items it may wish to initiate in the future, once current priorities have been addressed. Action does not generally occur until the item is approved and moved to the Priority list, subject to available time and resources.

Work Program Management:

- Early in the term, the committee should identify potential work program priorities in consultation with staff. This is proposed to start February 1, 2023 for the RPC.
- Senior staff review potential projects and report back to the committee on the feasibility of the project including: options; availability of resources; project scope and timeline; budget requirements; and consistency with policies, legislation and the Islands Trust Strategic Plan.
- If additional resources are required, the project will need to be included as a budget request.
- Once a project is approved, staff will proceed with the work, reporting quarterly to the committee. The Director manages the staff resources to complete the project within the projected timeline, budget and scope.

Follow-Up Action List

The Follow-Up Action List (FUAL), as per Trust Council Policy 6.7.1, details actions arising from decisions and directions the committee made at a meeting and is the principle mechanism for ensuring that committee directions are carried out in a timely manner by the appropriate staff. Follow up action lists are drafted by staff after a committee meeting, with target completion dates and tasks assigned to the relevant staff person. Occasionally a member of the committee or the Chair will be requested by the committee to undertake an action and that can be noted on the FUAL. Once an action is done, it is noted as 'Done' on the FUAL, reported to the next committee meeting, and then removed from the FUAL. A FUAL report is generated for each committee meeting agenda.

RPC 2018-2022 Work Program Review

Islands Trust Annual Reports highlight work done by each trust body throughout the fiscal year. Work done throughout last term is presented as bulleted items below under respective Islands Trust Council Strategic Plan 2018-2022 objectives. Objective headings are hyperlinked to relevant "program" webpages - where one existed, hosted by the Islands Trust.

Preserve, Protect and Advocate for Forest and Terrestrial Ecosystems

- Completed a Coastal Douglas-fir and associated ecosystem toolkit
- Completed mapping contiguous tracks of the Coastal Douglas-fir zone and its associated ecosystems in partnership with the Coastal Douglas-fir and Associated Ecosystems Conservation Partnership
- Salt Spring Island LTC advancing Wildfire DPA as means to protect elements of CDF and associated ecosystems

Protect Quality and Quantity of Fresh Water Resources of the Trust Area

- Completed Saltwater Intrusion Risk Mapping
- Nearly Completed groundwater mapping project (concludes March 2023)

- Completed a Freshwater Sustainability Strategy
    - Implementation plans, policies, budgets - ongoing

Preserve and Protect Marine Ecosystems

- Completed a Shoreline Protection Report

Strengthen Housing Affordability Throughout the Islands Trust Area

- Completed Housing Needs Reports (require updating)
- Completed a Residential Floor Area Ratio Report

Strengthen Relations with First Nations

- Completed Phase 1 Heritage Overlay Mapping

To Improve and Modernize the Ability of the Islands Trust to Regulate Land Use Activity and Work with Others

- Sponsored amending various Islands Trust Council policies to increase efficiency and effectiveness of Planning Services:
    - Application Processing Services (Policy 5.6.1). Adopted June 2021
    - Best Management Practices for Delivery of Local Planning Services to Local Trust Committees. Policy 5.9.1. Adopted June 2022.
    - Delegation of Land Use Permits (Policy 4.1.15). Adopted June 2022Priority Setting/Review Guidelines. Policy 6.2.1. Adopted Sept. 2022.
- Model Development Approvals Information Bylaw – draft begun
- Produced a model Antenna System Siting and Consultation Protocol
    - example of application (SS LTC Antenna System Siting and Consultation Protocol)

Current Work Program

Current work program reports are included elsewhere in the agenda but are summarized here for convenience and relevance.

The RPC has listed managing Islands Trust Council Strategic Plan Action Items #1.2, 2.2, 2.3, 2.4, 2.5, 4.4iii, 4.4iv, and 4.8 as its top priority/active project. Staff have broken these up into the four strategic plan objectives that are to be pursed over the next 3-6 months and one that needs reconsideration.

Protect Quality and Quantity of Fresh Water Resources of the Trust Area

- The Freshwater Sustainability Strategy has been completed. Groundwater mapping is concluding in March 2023. Staff are drafting business cases to support development of communications and education materials to assist with implementation plans. These should be presented elsewhere in the agenda package.

Strengthen Housing Affordability Throughout the Islands Trust Area

- A Housing Forum is being scheduled as part of Planning Services Professional Development Day in March 2023. A Housing Forum is very tentatively being scheduled for later in March 2023 for elected officials as result of Trust Council resolution for a forum with housing experts and a round table with key partners.

Strengthen Relations with First Nation

- Heritage Conservation Overlay Mapping – phase 1 – was completed. Phase 1 concluded with a report illustrating the importance of the work, approach, and data required to develop planned project approach toward managing heritage. It defined the study area, cultural heritage, legislation, and a data dictionary. Phase 1 also drafted a project and engagement plan for phase 2. Phase 2 was proposed to include engagement with First Nations and gathering of publically available data to create cultural heritage overlay maps. Phase 2 was not started due to loss of key staff, loss of consultants, and feedback from various First Nations.

Preserve, Protect and Advocate for Forest and Terrestrial Ecosystems

- The Salt Spring Island Local Trust Committee (SS LTC) had preserve and protect the Coastal Douglas-fir (CDF) and associated ecosystems as a top priority in the last term. As part of this project, the SS LTC commissioned education materials. See:
    - CDF Summary
    - CDF Carbon Storage
    - CDF Freshwater
    - CDF Wildfire
    - CDF Biodiversity

- The SS LTC has since focused its efforts on protecting the CDF zone via developing a wildfire protection development permit area.

Follow-Up Action List (FUAL)

Items outstanding on the FUAL include:

Freshwater Sustainability Strategy (FWSS):

- Request staff develop an Islands Trust Freshwater Sustainability Strategy policy document.
    - No actions have been taken.
- Request staff to identify options for the implementation of the Freshwater Sustainability Strategy.
    - Staff are drafting business cases to support development of communications and education materials to assist with implementation plans. These should be presented elsewhere in the agenda package.
- Request staff to create a Freshwater Sustainability Strategy Frequently Asked Questions document.
    - This is included in the communications and education materials within the proposed business case.
- Defer the business case for Strategic Plan Item No. 2.4 - to implement Freshwater Sustainability recommendations related to the development of a Freshwater Stewardship Outreach Plan to the 2023/24 budget year.
    - Business case being submitted to RPC for FY 2023/24
- Senior Freshwater Specialist Shulba will provide a briefing that provides details Groundwater Sustainability Science Program at the next RPC meeting.
    - At time of drafting this briefing, it is unclear if this happened.

Other:

- Request staff to bring back further analysis on fee-per-lot structure, including consideration of a cap and park dedication.
  - No actions have been taken.
- Request staff to report on incorporating Local Trust Committee strategic planning within the Trust Council strategic plan.
  - Staff have been encouraged to recommend LTCs include strategic planning early in their term.
  - All Trustees participate in Islands Trust Council strategic planning.
  - Otherwise, no actions have been taken.

Notes to consider

Islands 2050

- The Islands 2050 Policy Statement Amendment Project was launched in 2019 and is designed to update the Islands Trust Policy Statement.
- Updating the Policy Statement to adapt to current and future challenges and opportunities and to reflect its commitments related to reconciliation, climate change, and affordable housing.
- The draft 2023/24 budget includes a budget request that would wrap up engagement activities and advance a newly drafted Policy Statement. All Islands Trust bylaws (OCPs and LUBs) must be in concurrence with the Policy Statement when those bylaws are amended.

The Islands Trust Council received a Governance Review dated February 2022

- The Islands Trust Council has created a Governance Committee to review the recommendations and other matters related to governance.
- Appendix A of the review is specific to Planning Services. The review includes numerous recommendations – several of which have been followed up with or were already in process as per the Planning Services Renewal Program.

Planning Services Renewal

- Planning Services have been reviewing and renewing service delivery since at least 2018.
- RPC supported policy updates to best practices, application processing, delegation of land use permits, and others.
- This work remains ongoing at an administrative or operational level (the RPC generally recommends policies and policy amendments to Trust Council whereas staff manage operational procedures). Future actions include:
  - Presenting RPC proposed amendments to the delegation policy in order to permit delegation of minor development variance permits,
  - Presenting RPC prioritization criteria for LTC business cases,
  - Further management review of administrative functions and tasks. A precursory review resulted in business cases submitted to the Islands Trust Council. The next phase includes managing retirements and transference of institutional knowledge, reviewing and updating orientation and training materials, reviewing

    and updating operational procedures with a focus on “centralizing” efforts and reducing differences between office procedures.
    - The Salt Spring office will be required to relocate by January 31, 2025.
    - The Northern office may be required or recommend to relocate, wholly or partially, in 2025 as well.
- There has been significant staff turnover including in management. Regardless, it is still anticipated that the new functional teams (Regional Planning Team, Local Planning Team, and Current Planning Team) will be reasonably formed and functioning effective April 1, 2023.

ATTACHMENT(S):

1. **Council Committee Toolkit, November 2022**

FOLLOW-UP:

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

Council Committee Toolkit

Executive Office

November, 2022

Contents

1.0 Council Committees

1.1 Committee Composition

Membership and method of appointment to the four Trust Council committees is established by Trust Council policy.

The **Regional Planning Committee** (RPC) and **Trust Programs Committee** (TPC) consist of trustees appointed by the Trust Council chair with one Executive Committee member as assigned by the Trust Council Chair. The Trust Council Chair is an ex-officio (non-voting) member of the Regional Planning Committee and Trust Programs Committee.

Financial Planning Committee (FPC) consists of the Chair (or an appointee) from each of the other standing committees (2), all members of the Executive Committee (4), a member chosen by the Islands Trust Conservancy board (1), and three other locally elected or municipal trustees (3).

The **Governance Committee** includes a maximum of seven trustees elected by Trust Council by the March Trust Council meeting in the calendar year following the quadrennial trustee election, and one trust-council elected appointee of Islands Trust Conservancy Board as assigned by the Conservancy Board Chair as ex-officio. The Chair of Trust Council is an ex-officio (non-voting) member of the Governance Committee.

Council committee members elect their Committee Chair and Vice-Chair at the first meeting of the term or as required. The Trust Council Chair may appoint an interim Council committee Chair when required. The Committee Chair will normally chair the Committee meeting. However, the Chair may designate the Vice-Chair to act as Chair. In the absence of the Chair and Vice-Chair, the committee shall choose a Committee member to act as Chair of the meeting.

Council committee members hold their seats until the end of their term as trustee unless they decide to step down.

Responsibilities and Authorities Assigned by Trust Council

Council committee responsibilities are assigned by policy or by resolution of the Islands Trust Council. Policies most frequently referenced by committees are summarized below.

Work assignments delegated to Council committees are made by Trust Council resolution and are recorded in the minutes and the Follow-Up Action List (FUAL). These assignments generally relate to short-term tasks.

Policy 2.3.1 – Council Committee System

Establishes that the role of Council committees is to:

- Provide policy advice to Trust Council in response to Council's referrals, committee initiatives and external requests of the Trust;
- Provide feedback to staff on matters going to Trust Council;
- Implement and maintain a committee-specific work program;
- Make recommendations to Trust Council on interagency liaison or protocol initiatives;
- Create subcommittees (or task forces) which may be comprised of Trustees, staff or external persons as required for a specific duration to examine a particular committee matter upon approval by Trust Council;
- Provide input and feedback to the annual budget process; and
- Provide input to Trust Council's organizational strategic planning process.

Council committee terms of reference provide an overview of specific Council committee roles and responsibilities, assigned by Trust Council, as follows:

Policy 2.3.2 Regional Planning Committee Terms of Reference

- Overseeing the procedures for processing of land use bylaws, permits etc.
- Responding to local trust committee planning needs applicable throughout the Trust Area;
- Advising on the provision and allocation of resources to deliver local planning services;
- Promoting opportunities for the enhanced public awareness of land use planning;
- Identifying and reporting to Council on emerging issues related to the committee's areas of responsibility for Trust Council direction;
- Developing guidelines, policies and models for use by staff and local trust committees and/or Trust Council as requested by Trust Council; and,
- Maintaining liaison with Islands Trust Conservancy and Trust Programs Committee, as required.

Policy 2.3.3 Financial Planning Committee Terms of Reference

- Facilitating Council's involvement in the annual budget process;
- Facilitating the linkage of the annual strategic planning process with the annual budget process;
- Reporting to and making recommendations to Council regarding the organization's financial management practices;
- Appointing from amongst its members, but excluding members of the Executive Committee and

trustees who are not members of Trust Council, an Annual Audit Committee for the purposes of the annual audit who will report directly to Council;

- Providing advice to the Islands Trust Conservancy on financial services and support available from Islands Trust; and,
- Monitoring and reviewing the Trust's financial management, budget and financial planning practices and to assess management's recommendations to Trust Council in these areas, through consultation with the Trust's auditors as required.

Policy 2.3.4 Trust Programs Committee Terms of Reference

- Identifying and reporting to Council on emerging issues related to resource management, land conservation, water management, marine environment, sustainable communities, conservation strategy, and public awareness/education (see Terms of Reference policy for details) for Trust Council direction;
- Developing guidelines, policies and models;
- Preparing recommendations for interagency initiatives and agreements;
- Providing input to research and information systems;
- Providing recommendations for legislation reform initiatives and feedback on proposed legislative amendments and legislation;
- Maintaining a liaison with the Islands Trust Conservancy.

Policy 2.3.5 Governance Committee Terms of Reference

The Governance Committee provides advice and recommendations to the Islands Trust Council and management by:

- Initially reviewing the Islands Trust Governance Report dated March 8, 2022 and submitting a prioritized list of the recommendations in that Report to Trust Council with advice as to possible actions.
- Identifying, evaluating and providing, on an on-going basis, advice to Trust Council on emerging governance and management issues with respect to areas of concern, best practices and appropriate structures and procedures to allow Trust Council to function most effectively.
- Maintaining a committee work program to manage committee initiatives and providing Trust Council with quarterly updates.
- Providing recommendations to Trust Council for legislation reform initiatives to improve Trust Council governance and management.

1.2 Relevant Legislation and Policies

1.2.1 Legislation

All provincial legislation can be found on the BC Laws website. Committee members may find it useful to refer to a particular section of the *Islands Trust Act*, *Local Government Act*, or other legislation from time to time.

1.2.2 Requests for Decisions

Trust Council Policy 2.2.1 – Requests for Decision establishes a process and format for presenting Requests for Decision to Trust Council.

1.2.3 Communications

Trust Council Policy 6.10.2 – Communications establishes designated spokespeople and responsibilities in regards to organizational communications.

1.2.4 Advocacy

Trust Council Policy 6.10.3 – Advocacy assigns the Executive Committee and the Chair several responsibilities in coordinating the Islands Trust's advocacy program, including considering requests from trust bodies for advocacy assistance and management of the related staff resources.

1.2.5 Work Program

Council committee work is managed through Work Programs, as per Trust Council Policy 6.7.1. Work Program, Follow-Up Action Lists and Priorities Chart. There are two general components to the Work Program: the Top Priorities and the projects List.

Top Priorities

Council committees may identify prioritized work items that are then listed under Work Program in order of priority. Work items can be significant and long-term, such as the development of a new policy, or may be relatively minor. However, a committee may only have the capacity to undertake one major or significant project at a time. The Top Priority projects, unless very minor, should have a project charter and budget before any significant work can begin.

Projects List

Council committees' projects list is a record of work the committee has been assigned by Trust Council or those items it may wish to initiate in the future, once current priorities have been addressed. Action does not generally occur until the item is approved and moved to the Priority list, subject to available time and resources.

Work Program Management:

- Early in the term, the committee should identify potential work program priorities in consultation with staff.
- Senior staff review potential projects and report back to the committee on the feasibility of the project including: options; availability of resources; project scope and timeline; budget requirements; and consistency with policies, legislation and the Islands Trust Strategic Plan.
- If additional resources are required, the project will need to be included as a budget request.
- Once a project is approved, staff will proceed with the work, reporting quarterly to the committee. The Director manages the staff resources to complete the project within the projected timeline, budget and scope.

Follow-Up Action List

The Follow-Up Action List (FUAL), as per Trust Council Policy 6.7.1, details actions arising from decisions and directions the committee made at a meeting and is the principle mechanism for ensuring that committee directions are carried out in a timely manner by the appropriate staff. Follow up action lists are drafted by staff after a committee meeting, with target completion dates and tasks assigned to the relevant staff person. Occasionally a member of the committee or the Chair will be requested by the committee to undertake an action and that can be noted on the FUAL. Once an action is done, it is noted as 'Done' on the FUAL, reported to the next committee meeting, and then removed from the FUAL. A FUAL report is generated for each committee meeting agenda.

Project Charters

A "project charter" is a document used by staff to communicate and track the scope, timeline, budget and deliverables of a project in a short, concise document. A project charter for a committee project is prepared by staff, approved by the Director, and presented to the committee for review and endorsement at the start of a project. The document is referred to throughout the life of a project to stay on track with the timeline, budget, scope and deliverables. All of these aspects of a project are liable to evolve and change over the life of the project and the charter can be revised accordingly. If a deliberate change is proposed, the impacts of changes should be carefully assessed. The committee reviews the progress of the project and makes decisions as needed.

1.3 Cooperating with First Nations

Islands Trust Council has committed to establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous peoples, and has stated that a commitment to Reconciliation is a long-term relationship-building and healing process.

Trust Council's Reconciliation Declaration and First Nations Engagement Policy guide actions of Trust Council, council committees and local trust committees. The work is also informed by:

- the Truth and Reconciliation (TRC) Calls to Action,
- the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP),
- the BC Declaration on the Rights of Indigenous Peoples Act (DRIPA), and,
- the Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice.

Staff are also guided by:

- the Draft Principles that Guide the Province of BC's Relationship with Indigenous Peoples and
- the Canadian Institute of Planning policy on Planning Practice and Reconciliation.

1.4 Resources

1.4.1 Staff Support

The Director of the relevant unit and an assigned planner/senior policy advisor/other staff provide the main staff support to the committee along with an administrative assistant. (See end of document for contact information).

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

1.4.2 Budget Support

Trust Council allocates a meeting expense budget for Council committees separate from funding for special projects.

Budget Category	**What is this used for?**
Meeting Expenses	Room rentals, travel, meals, teleconference charges, etc.
Strategic Plan program budget	Strategic Plan projects (e.g. water workshop series, Coastal Douglas-fir toolkit)

Special projects (e.g. development of model bylaws, research, outreach publications, education programs) of the committee may require a funding request during the annual budget process. Such funding would cover the costs of items such as meetings, travel, contractor time, consultation and communications, advertising, legal review, and any statutory notifications associated with a project. Staff time, usually the largest resource required, is not allocated to these budgets.

Project funding requests for an upcoming fiscal period are reviewed by the Financial Planning Committee during the normal budget cycle and recommended projects are forwarded to Trust Council for inclusion in the annual budget.

Any hiring of contractors for a project or application must be tendered and awarded in a manner consistent with Trust Council Policy 6.5.3 - Procurement Policy.

Islands Trust Website

The Islands Trust Website (www.islandstrust.bc.ca) contains webpages for the Council committees.

Committee members are encouraged to review their committee's webpages as they will be a useful source of information throughout the term. The website (What's Happening/Meetings and Events) contains meeting schedules, agenda packages, and draft or adopted minutes.

The Trust Area Services unit manages the Islands Trust website and establishes standards and consistency. Each committee's Director manages the committee web pages.

1.5 Meetings

Types of Meetings

Trust Council Policy 2.1.9 Meeting Procedure Guidelines provide some guidance on conduct of committee meetings.

There are two types of open meetings, as per Provincial Legislation:

- Regular Business Meetings are scheduled for a whole calendar year at the start of each year. These meetings may be cancelled or rescheduled throughout the year, if needed.
- Special Meetings are organized on an as needed basis.

Regular Meetings

Typically, the regular business meetings are where committee business is conducted. This includes consideration of briefings and requests for decision documents, along with routine business such as adoption of minutes and a work program. All meetings are open to the public unless specifically closed. Council committees rarely receive delegations, but provide an opportunity for them when requested.

Special Meetings

Special meetings are organized as needed and usually contain only one or two business items and usually do not include routine business such as approval of minutes. However, Council committees are not limited as to what business they may conduct at a special meeting. As special meetings are primarily used to deal with an urgent matter, and as Council committees do not typically deal with urgent business, special meetings for Council committees are uncommon.

Closed Meetings

The *Community Charter* allows local governments to conduct some business within a closed meeting, where the committee can choose who can attend (closed meetings are often referred to as 'in camera') and excludes all others. The *Community Charter* is very specific as to what business can and cannot occur within a closed meeting. A potential reason for a Council committee to go in-camera could be for the receipt of legal advice.

Electronic Meetings

Committees are encouraged to utilize web-conferencing arranged by staff as a cost efficient, low-carbon means of conducting meetings. A web-conference meeting shall be considered a duly constituted meeting, provided it has been scheduled with at least one week notice and that an agenda package has been distributed for trustees' review.

Scheduling Meetings

Trust Council Policy 2.3.1. Council Committee System sets out that the Council committees will have four meetings per year and that any further meetings must be planned within the approved Committee's meeting expense account.

Adoption of the annual regular meeting schedule for a calendar year typically occurs at a regular meeting in the fall of the preceding year. In an election year, this occurs as soon as possible at the beginning of the new term. Meetings are scheduled based on the following factors:

- the committee's preferred meeting day (typically the same day of the week), held quarterly;
- meetings are adjusted for statutory holidays, conflicts with Trust Council, Executive Committee, Islands Trust Conservancy, and local trust committee meetings;
- meetings are not scheduled for late in December and early in January due to Christmas office closure and potential weather-related cancellations;
- meeting start times are set with consideration of ferry schedules to minimize the impacts of staff overtime.

Arranging and coordinating committee meetings requires a significant amount of staff resources. Moving, cancelling and postponing regular business meetings will happen as it is a normal part of business. Staff will accommodate committee requirements; however, please bear in mind any change to a business meeting date requires a significant amount of 'unseen' staff resources. The staff time required to prepare and follow up on special meetings may be close to that of a regular business meeting.

Some factors for committee members to keep in mind regarding meeting planning:

- consideration of staff resourcing (including staff responsible for putting the agenda together and staff required for meeting attendance), and availability of all committee members and minute-takers;
- support staff are responsible for tracking all meetings, producing meeting notices, posting the meeting schedule on the website, booking meeting venues including catering if necessary, arranging for minute takers, ensuring that adopted minutes are signed and filed, as well as preparing, distributing and filing agenda packages;
- meetings are scheduled on a regular basis to provide certainty for all participants, to ensure ongoing business moves forward, and to ensure staff resources are available to prepare for and attend the meeting;
- The annual meeting schedule is adopted by a resolution of the committee;
- All committee decisions are conducted in meetings or by Resolution without Meeting (RWM) (see below).

MEETING AGENDAS

Agendas are prepared well in advance of all meetings and complete agenda packages are generally distributed to the members of the committee and posted to the website one week before the meeting. At a minimum, the agenda should include:

1) Approval of minutes of the previous meeting;
2) Follow Up Action List;
3) Council referral items.

Committee meeting agendas will be prepared by the designated staff in consultation with the Chair. The following is a guide to the timeline used for committee regular business meeting agenda preparation.

Days Before the Meeting:

14-19 days	Staff holds teleconference with Committee Chair to review the draft agenda content and timings.
14 days	Deadline for staff and trustees to identify agenda topics.
12-14 days	Documents in regards to approved agenda items to be submitted to Director and staff compiles agenda package in eSCRIBE.
8 days	Cut-off for agenda items, including correspondence and delegations
7 days	Trustees and relevant staff are notified of agenda package in WebDAV.
6 days	Agenda package is posted to the website and hard copies printed for meeting and filing.
1-7 days	Director and Chair are consulted if a late agenda is requested. Late agenda items are discouraged and should be for pressing matters only.

Routine or minor additions to existing agenda items may be distributed by email and added at the meeting.

During Meeting:

Late Items are discouraged. However, late items may be added with committee approval at the meeting. These items must be provided to staff to ensure the items are included in the agenda record.

Motions and Resolutions

Resolutions are the official record of committee decisions and are recorded in the meeting minutes. The importance of a well prepared motion cannot be understated, and the time a trustee spends preparing the wording for a motion will pay off. A clear resolution will allow staff and the public to understand the committee's direction now and in the future, and an unclear resolution can create confusion, delays, and time spent working on something not intended by the committee.

Chairs receive formal training on Robert's Rules of Order and the resolution process, but committee members can help the process by keeping the following in mind:

- Requests for Decision include wording in the form of a resolution. Trustees making motions should use this wording as the basis of the motion, even if it is amended somewhat. Staff reports also contain alternative options, usually worded in the form of a motion.
- Where a committee resolution is sought, but a Request for Decision document has not been prepared (e.g. for minor items), staff may add 'Agenda Context Notes' that may include a recommended resolution.
- Motions brought to the table by an individual trustee should be written out, prior to the meeting if possible, circulated to the other members of the committee and provided to the minute taker.
- Motions are moved and seconded. Motions can be seconded for discussion and the Chair can second a motion.
- Direction to staff should be in the form of a resolution.
- Discussion should occur after the motion has been moved and seconded.
- All resolutions must be voted on within a business meeting except RWMs (see below).
- Resolutions must stand alone and be as specific as practical by not referring to 'attached documents', although if required, documents should be referenced by title, date, and where appropriate, author.
- The Chair should always ask the minute taker to read aloud the motion before voting and ensure the minute taker has the resolution recorded correctly.

Meeting Follow Up

After a committee meeting, the Secretary updates and completes the Follow Up Action List (FUAL).

Resolutions Without Meeting

As described in Policy 2.2.3 – Trust Council Resolutions without Meeting, the *Islands Trust Act* grants Islands Trust bodies a unique authority to make decisions outside of meetings (by phone, email or fax). This power was given in consideration of the relative infrequency of meetings compared to meetings of municipal councils and regional district boards, and the need to make some decisions in a timely manner. Use of resolutions-without-meeting (RWM), rather than making decisions in an open meeting, should be considered only for routine matters.

It is important to keep in mind that trustees cannot discuss or debate RWMs with other members of the committee as that would violate RWM rules. RWMs are not conducted in public (although a report of completed RWMs is included in the regular business meeting agenda) and the logistics can take up considerable staff time. For these reasons, RWMs should only be used in situations where the business cannot wait to the next business meeting or a business meeting is not scheduled within a reasonable time period. Some examples where a RWM may be appropriate: a discussion and debate has occurred at a meeting but the decision was deferred; scheduling a special meeting; or adopting minutes.

When minutes are being adopted via RWM, trustees are able to review the draft minutes and reply to staff with comments. If trustees have only minor changes, then the minutes will be updated and sent back out for adoption by RWM. If staff receives conflicting, complex or debatable comments from individual trustees, then the process stops and the unaltered draft minutes will wait until the next committee meeting for discussion.

Approval of a resolution is given where a majority of the members of the Council committee entitled to vote on the resolution inform the Secretary or their designate of their approval in person, or by telephone, or by other means of telecommunication. A trustee may vote either "in favour", "opposed", or abstain from voting. Pursuant to the legislation, an abstention vote is counted as being in favour. A trustee may also withdraw from voting if they perceive a conflict of interest.

Once the vote has been conducted, the Chair shall declare the vote to have carried (passed) or defeated (failed) in accordance with the results. The vote shall be recorded as a resolution without meeting of the Committee.

Minutes

As described in Trust Council Policy 6.13 – Islands Trust Minutes Guidelines, all committee meetings must have an official record, referred to as Minutes. Minutes are intended to be a record of decisions that were made, not a record of everything said at a meeting.

Once draft minutes have been prepared by the Secretary, they must be reviewed by the Chair of the committee for informal feedback before circulation to members and posting on the Islands Trust website. The Chair may make suggestions to enhance the clarity and accuracy of the minutes, but may not alter the draft minutes to modify decisions with which they disagree. Any substantive changes must be brought to the next meeting for formal amendment by the body.

Once finalized, the draft minutes will be placed on the next committee meeting agenda for consideration of adoption. Occasionally, the minutes are forwarded to the trustees for comment by email and then adopted by RWM. Please see earlier section: Section 26 Resolutions-Without-Meeting (RWM).

Once the committee has approved the minutes, the adopted set of minutes are posted to the website and form part of the public record. The adopted minutes will be signed by the Chair and by the Secretary and filed.