Salt Spring Island Local Trust Committee
Special Meeting Agenda

Date:	Tuesday, October 1, 2024
Time:	1:30 pm
Location:	Electronic Meeting

Islands Trust

STAFF REPORT

File No.: 6500-20-2007
Salt Spring Island OCP-LUB
Update Project

DATE OF MEETING:	October 1, 2024
TO:	Salt Spring Island Local Trust Committee
FROM:	Chris Buchan, A/Island Planner Salt Spring Island Team
COPY:	Chris Hutton, Regional Planning Manager
SUBJECT:	Major Projects Update: OCP-LUB Project Logo and Brand Identity; Project Terms of Reference

RECOMMENDATION

1. **That the Salt Spring Island Local Trust Committee endorse the project logo and brand identity attached as Attachment 1 in the report titled "Major Projects Update: OCP-LUB to the Planner's report, dated September 12, 2024.**

2. **That the Salt Spring Island Local Trust Committee endorse the revised Terms of Reference attached as Attachment 2 in the report titled "Major Projects Update: OCP-LUB to the Planner's report, dated September 12, 2024.**

REPORT SUMMARY

The purpose of this report is to provide the Salt Spring Island Local Trust Committee (SS LTC) with an update on the OCP-LUB Update Project and to seek endorsement for the project's logo and brand identity, as well as the revised Terms of Reference (ToR) incorporating First Nations Engagement Consultant feedback and alignment with the consultant's scope of services. Further, the proposed Terms of Reference has been brought into further alignment with the project consultant's scope of services, incorporating consistent phasing and LTC recommendations on a final close out report on potential LTC next steps.

BACKGROUND

The SS LTC initiated the OCP-LUB Update Project to modernize the Official Community Plan and Land Use Bylaw, ensuring these documents effectively guide future development on the island.

At the June 6, 2024 meeting, the SS LTC passed a resolution (SS-2024-060) directing staff to seek feedback from Sue Hallet on the Official Community Plan–Land Use Bylaw Update Project Terms of Reference. The purpose of this review was to ensure the project's approach aligns with the LTC's goals, particularly in relation to engagement with First Nations and ensuring that the LTC can commit to an approach within the allowance of the current office resources.

Staff have since incorporated the feedback received from Sue Hallet and made the necessary revisions to the Terms of Reference. Additionally, the project's logo and brand identity have been developed and are now presented for the LTC's endorsement.

This report brings forward these two items. Both the revised Terms of Reference and the project branding/logo are presented for the LTC's consideration and approval.

Project Branding/Logo

Presented in Attachment 1 is the proposed OCP/LUB Update Project Logo and Branding Identity materials for review and endorsement. The branding aims to create a cohesive and recognizable identity for the project. While the color scheme is rooted in the Trust Identity Guide, LTC may endorse the imagery used, or recommend a different thematic approach.

Revised Terms of Reference

The revised Terms of Reference, as directed by the LTC, are presented in this report as **Attachment 2**. The primary revisions include ensuring that the LTC does not overcommit to a co-planning approach, while maintaining a greater role in active and meaningful engagement with interested First Nations. The body of the document has largely stayed the same, with these adjustments reflecting the LTC's strategic direction and aimed consistency with the consultants scope of services since the July 31st LTC endorsement.

Next Steps Required

If the SS LTC accepts staff's recommendations, the following steps will be taken:

1. Amend the project Terms of Reference and post updated information to the project website;
2. Confirm project logo and branding.

Rationale for Recommendation

The endorsement of the logo and branding identity is essential for establishing a clear and consistent visual identity for the OCP-LUB Update Project. This will aid in communication and public engagement efforts, ensuring that the community can easily identify and connect with the project.

The revised Terms of Reference reflect the SS LTC's directive to adjust the project's approach to better align with the committee's strategic priorities, particularly in relation to First Nations engagement.

ALTERNATIVES

1. **Require changes to the Terms of Reference:**

   The LTC may request further changes to the Terms of before endorsement. This would allow for LTC to provide further direction on the documents deliverables, while causing further project delays.

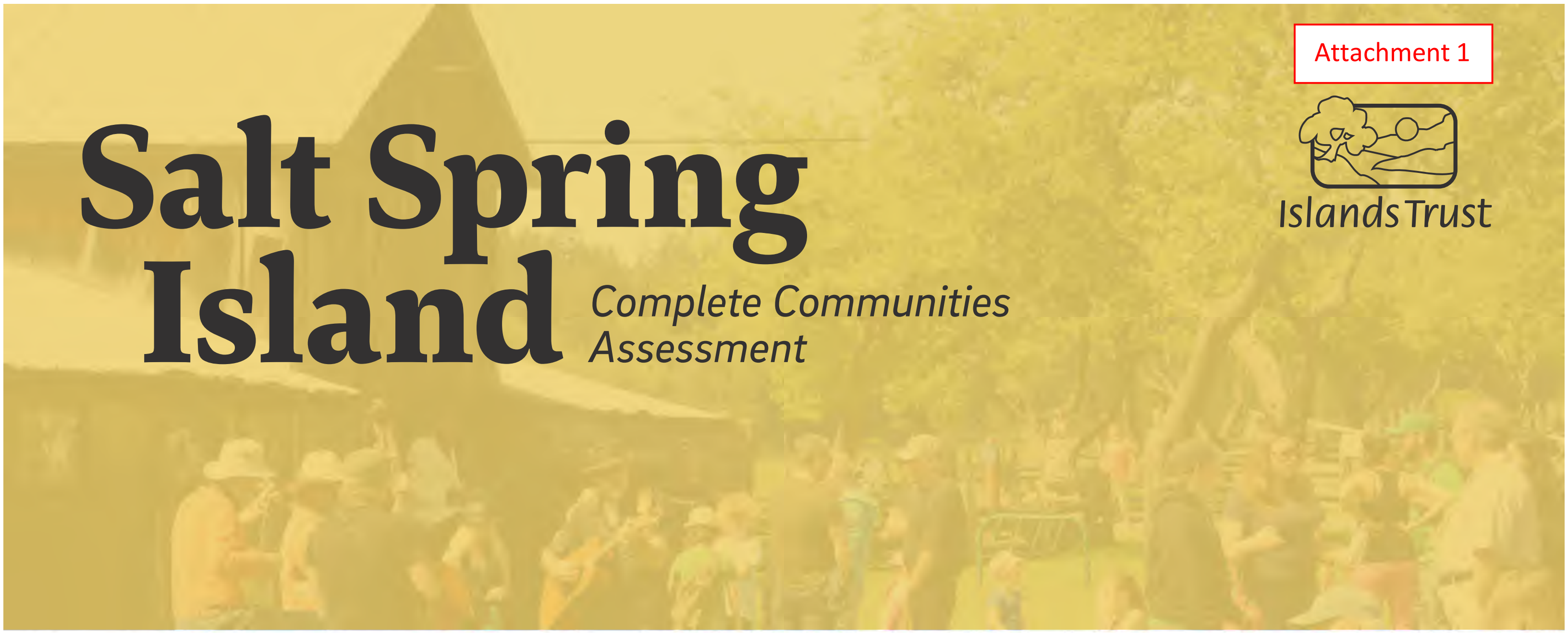
2. **Require changes to the Branding Materials:**

   The LTC may request changes to the proposed branding material before endorsing them. This could involve adjustments to the project's visual identity at the LTC's direction. Work could include refining branding material through engagement with the community and interested First Nations.

Submitted By:	Chris Buchan, A/Island Planner	September 24, 2024
Concurrence:	Chris Hutton, Regional Planning Manager	September 26, 2024

ATTACHMENTS

1. OCP-LUB Update Logo and Branding Identity Materials
2. OCP-LUB Update Terms of Reference (Draft)



Salt Spring Island

Complete Communities Assessment

Islands Trust

Coloured screen suggested opacity: 65–75%

Legend

Housing

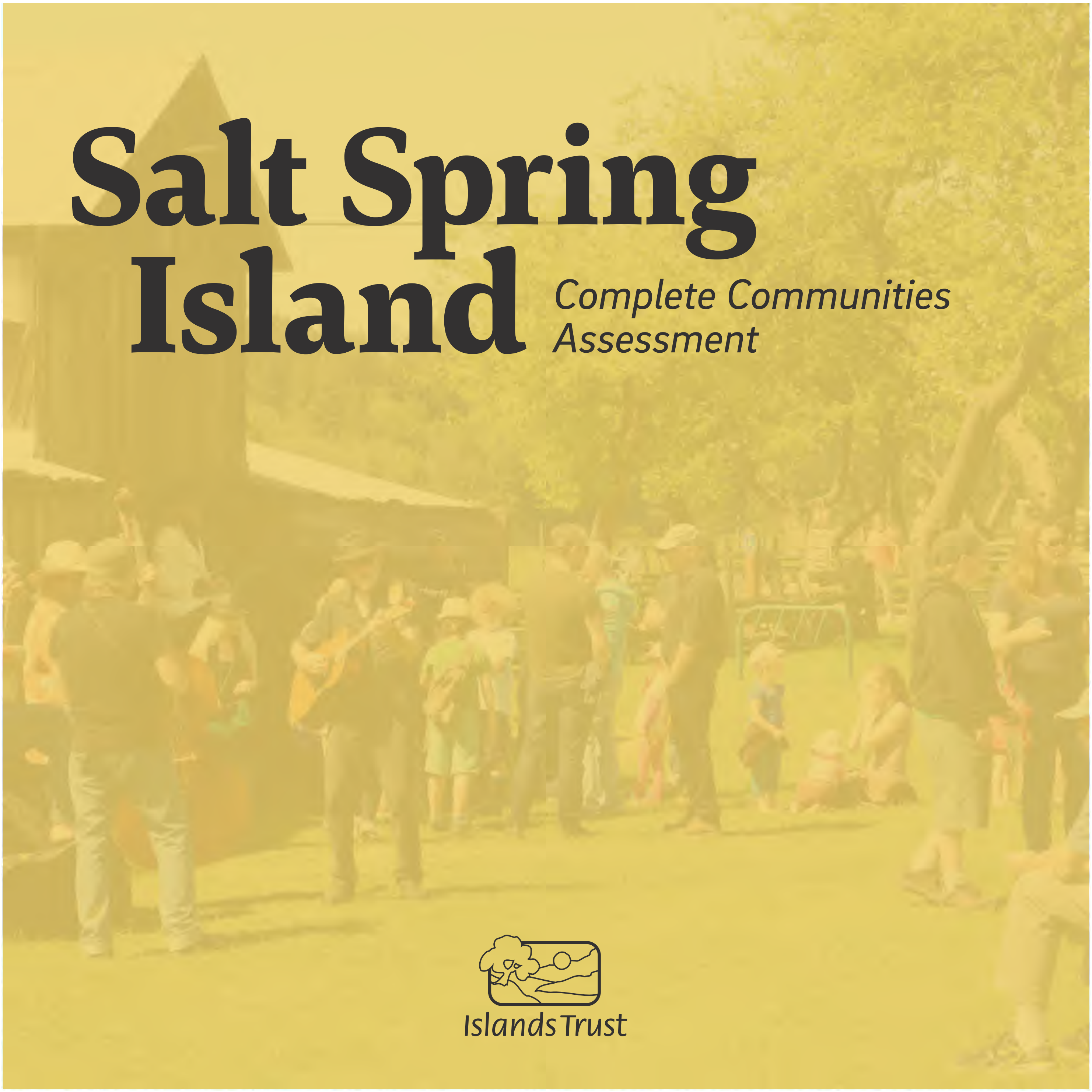
Reconciliation

Climate resiliency

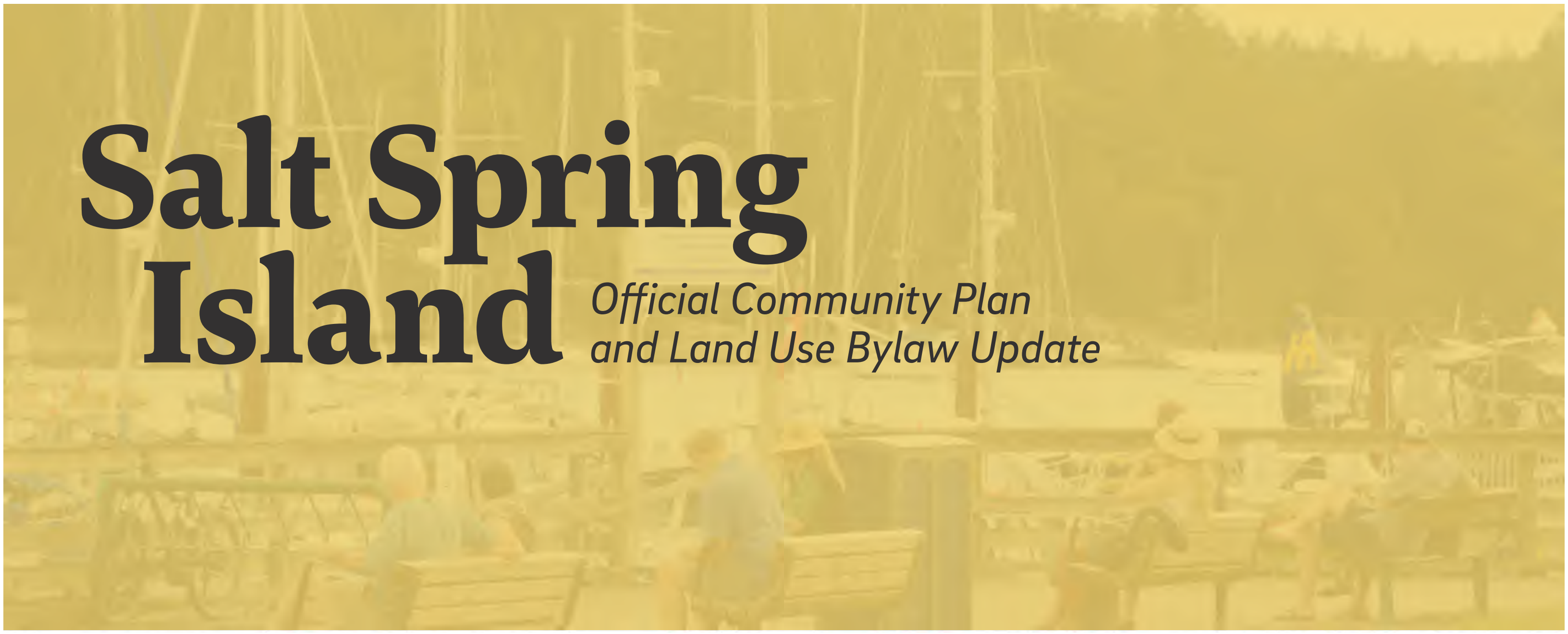
Ecosystem integrity and connectivity

Salt Spring Island

Complete Communities Assessment



Islands Trust



Salt Spring Island

Official Community Plan and Land Use Bylaw Update

Coloured screen suggested opacity: 65–75%

Legend

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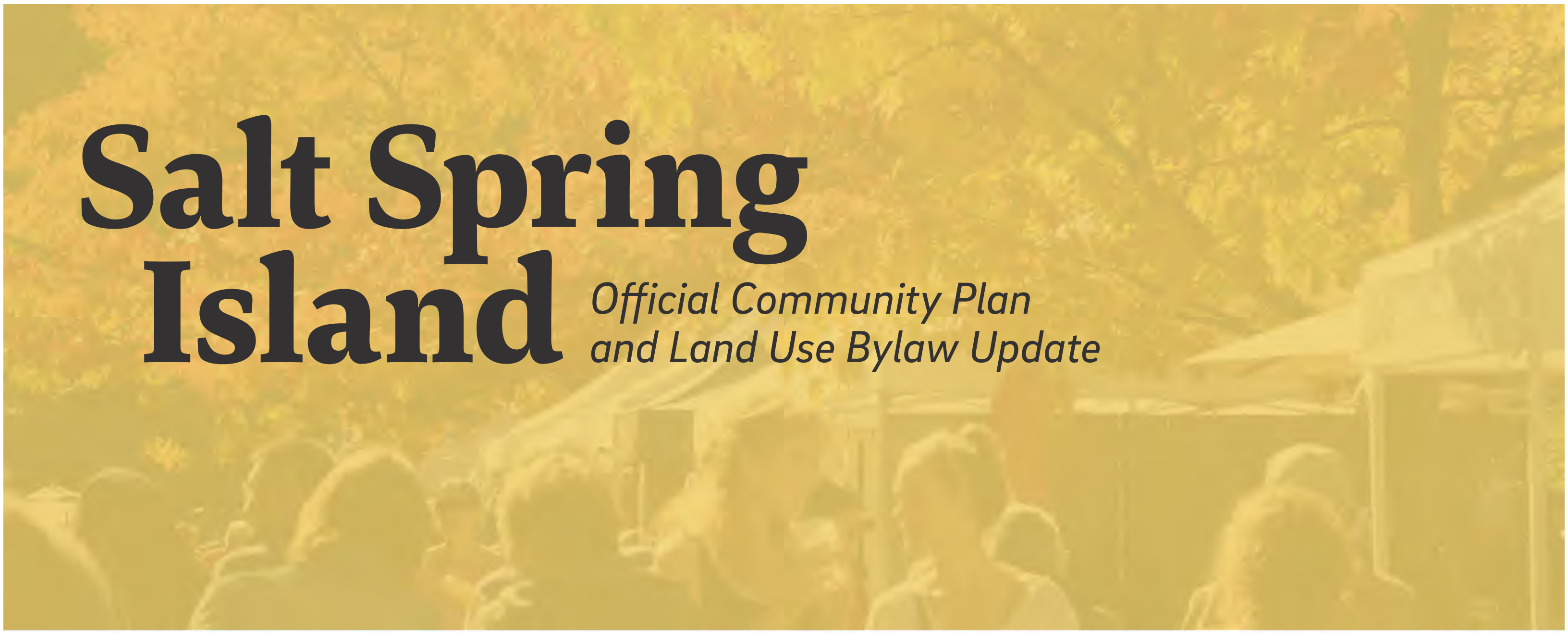
Ecosystem integrity and connectivity



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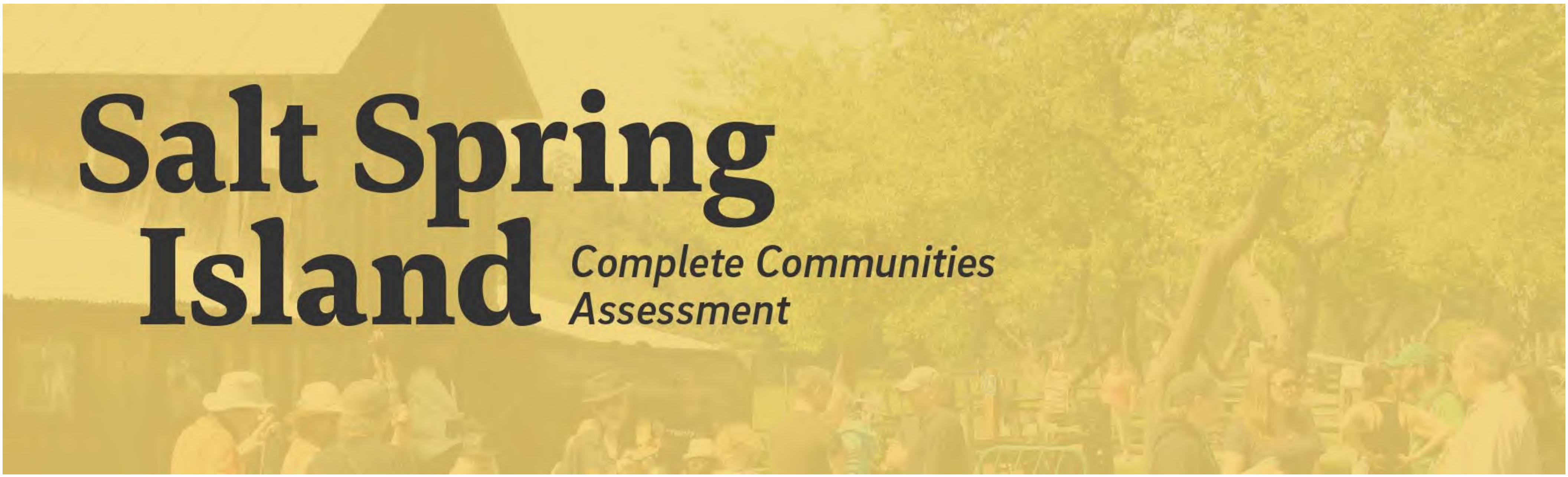
Salt Spring Island
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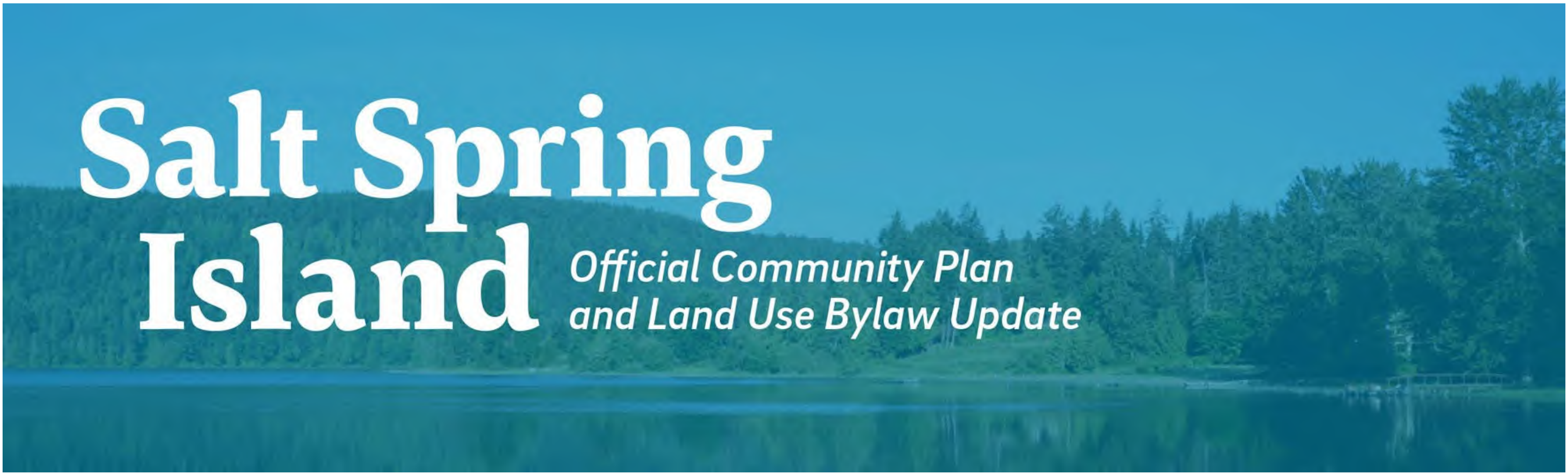
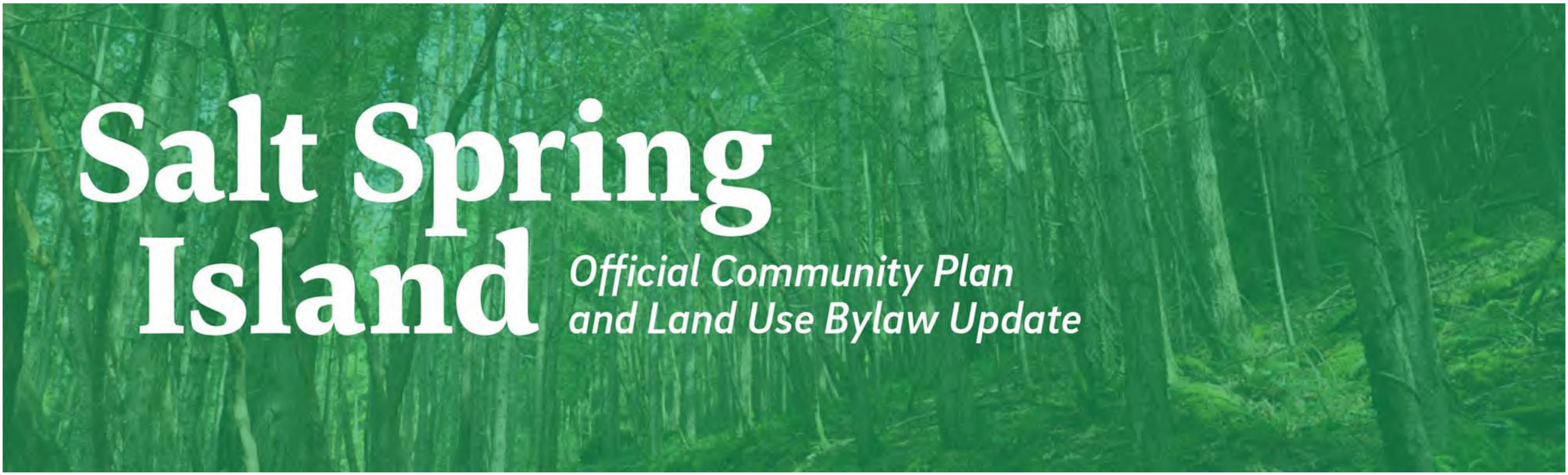

Salt Spring Island
Official Community Plan
and Land Use Bylaw Update


Salt Spring
Island
Official Community Plan
and Land Use Bylaw Update

Islands Trust

ATTACHMENT 2

Salt Spring Island OCP-LUB Update Project
Terms of Reference

Contents

BACKGROUND/CONTEXT

An Official Community Plan (OCP) is a statement of objectives and policies to guide local government decisions on planning and land use within the plan's geographic area.

Taken together, the policies that comprise an OCP form the medium-term vision of a community and provide predictability for residents about the community's priorities and the type of land use change they can expect to observe around them. Section 473 of the *Local Government Act* describes the required content of an OCP. Section 474 of the *Act* describes optional content that local governments *may* include in their OCPs.

Salt Spring Island OCP Bylaw No. 434 was adopted in 2008 and has undergone only a handful of amendments since that time; the last being a modest change to industrial lands policy in 2020.

A land use bylaw is the set of regulations that determines how land on the islands is used today. It includes matters such as:

- Uses
- Lot sizes
- Density
- Building location
- Building height

Salt Spring Island Land Use Bylaw No. 355 (adopted in 1999) was never comprehensively updated to enact the policy direction expressed in the OCP.

PURPOSE

The purpose of the Salt Spring Island OCP-LUB Update Project is to modernize the Salt Spring Island official community plan and land use bylaw to provide a framework that will guide residential growth and change on Salt Spring Island over the next decade or more. It will do so in a manner that addresses contemporary challenges while remaining consistent with the Islands Trust Policy Statement.

PROJECT GOALS

The goal of the Salt Spring Island OCP-LUB Update Project is to **increase housing options and housing equity** on the island in ways that integrate:

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

PROCESS GOALS

The goals of the Salt Spring Island OCP-LUB Update Project process are to:

- Strengthen relationships with area First Nations through their early and ongoing engagement in the design and execution of a project process that reflects shared values;
- Ensure broad opportunities for community input through a robust public engagement process that reflects the diversity of the community;
- Ensure the Salt Spring Island OCP and LUB are consistent with the Islands Trust Policy Statement;
- Build on the strengths of the existing OCP by retaining those elements that continue to reflect the Island's aspirations; and

- Where appropriate, analyze and incorporate the evidence and recommendations of other governments, agencies, and non-governmental organizations and consider enacting policy and regulatory changes accordingly.

PROJECT SCOPE

The scope of the Salt Spring Island OCP-LUB Update Project will be guided by focus on the above-noted goal and consistency with the Islands Trust Policy Statement.

The five themes below will define the structural parameters of the project:

A. Engage Interested First Nations Early and Ongoing

Thirteen (13) Nations have treaty and territorial interests in Salt Spring Island, and many Indigenous people call the island home. Because a substantive update to the Salt Spring OCP and LUB may guide change on the Island for at least a decade, it is anticipated that area First Nations will take a significant interest in the OCP-LUB Update Project. It is important for SS LTC to understand those Nations' interests in the island and strive for a project process where those interests are understood and considered. For several years, First Nations with treaty and territorial interests on Salt Spring Island have told the Salt Spring Island Local Trust Committee (SS LTC) that they want to be at the table from the earliest days of major projects. As a substantive update to the Salt Spring OCP and LUB will guide change on the Island for at least a decade, it is anticipated that area First Nations will take a significant interest in the OCP-LUB Update Project and expect a level of involvement beyond simply commenting on policies as they are developed. This will take an investment of both time and budget but will result in a product that is responsive to the Islands Trust Reconciliation Declaration.

B. Update, Streamline and Build On Content in the Existing OCP and LUB

The existing OCP will be used as the point of departure for the update. While a number of community priorities have emerged that merit attention, Salt Spring Island Local Trust Area remains within the Islands Trust Area, and the OCP must be consistent with the object of the Islands Trust. Therefore, it is anticipated that environmental protection and growth management policies in the current document will endure, albeit in a refreshed form. The Islands Trust Policy Statement is currently undergoing a major amendment, the results of which will inform the scale of change that a renewed OCP can invite. Experience has demonstrated that the current OCP is too prescriptive in areas where greater flexibility may be required to achieve community objectives.

The Land Use Bylaw will then be updated in accordance with the policy direction of the OCP.

This project will also be used to update demographic, contextual and technical information in both the OCP and LUB and to review the required content of OCPs under Section 473 of the *Local Government Act*. Amendments will be drafted to communicate clearly and in plain language to improve accessibility of the document.

C. Use Existing Reports and Plans to Inform Policy and Regulation

Over the past five years Islands Trust and a number of local agencies and advocacy groups have published reports and plans that identify recommended actions for the LTC in high priority areas and other land use topics. These reports and plans should be the first point of reference as SS LTC considers updates to, and development of, new, OCP policies and LUB regulations.

Guiding documents will include, but are not limited to:

- Islands Trust Reconciliation Action Plan
- Salt Spring Island Watershed Protection Plan
- Summary of Recommendations (SS LTC Housing Action Program Task Force)
- Homes for Islanders (Salt Spring Solutions)
- Salt Spring Island Community Wildfire Resiliency Plan (Capital Regional District),
- Salt Spring Island Active Transportation Plan (Capital Regional District)
- Salt Spring Island Area Farm Plan Renewal (Salt Spring Island Agricultural Alliance)

D. Use Islands Trust Housing Project Toolkit

This project will apply the project methodology proposed in the Islands Trust Housing Toolkit, which sets out a structured approach to LTC action on addressing housing issues. In particular, this project will use the Suitable Land Analysis that has been developed as part of the Toolkit to identify areas of the island that are more, or less, suitable for residential development. The data and mapping inputs into the Suitable Land Analysis will be customized to Salt Spring Island and developed in a transparent and engaged manner.

E. Update Existing Development Permit Areas and Consider New Development Permit Areas

Existing development permit areas should be revisited to ensure they are consistent with current best practices and evidence-based planning. Additional development permit areas should be considered, such as wildfire resiliency DPA and watershed protection DPA.

F. Develop Indicators to Monitor Success

Through this project a small suite of indicators will be developed and included in the OCP by which SS LTC and the general public can measure whether the goals of the update project are being achieved.

G. Assess an OCP Policy Gaps Analysis

A major element to this project at the early phases includes a consultant led OCP policy gaps analysis, outlying areas where the OCP and LUB do not align. This will result in a list of recommendations categorized by immediate, near-future, and long term actions in which the LTC can bring the current LUB into consistency with current housing policy.

PLANNING PROCESS AND TIMELINE

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

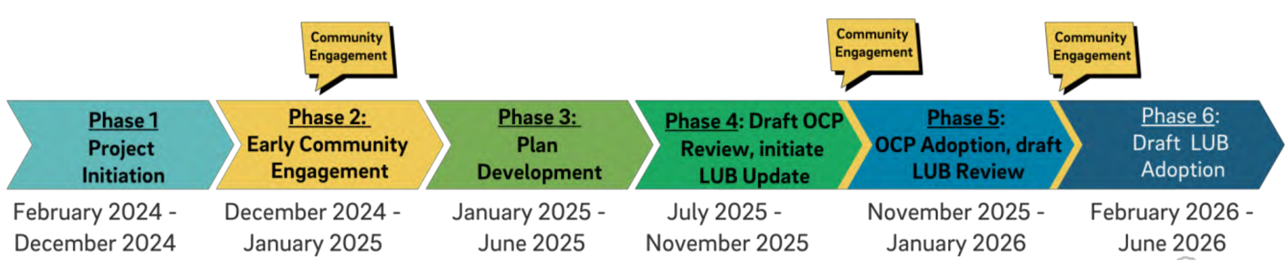


Table 1: Planning Process

PHASE	ENGAGEMENT	FIRST NATIONS ENGAGEMENT	POLICY DEVELOPMENT	KEY DELIVERABLES	CONSULTANT'S ROLE
Phase 1(a) February 2024 to November 2024 **FINALIZE COMPLETE COMMUNTY ASSESSMENT**	Inform and engage on draft Complete Communities Assessment	N/A	Incorporate engagement results Compile Baseline Conditions Report	Complete Communities Assessment	OCP/LUB Consultant not involved here; focus is on completing the assessment.
Phase 1(b) November 2024 to December 2024 **OCP-LUB PROJECT START**	Develop project website and other communication materials Identify key community interest holders Form Project Advisory Committee Confirm Engagement Strategy	Letter to First Nations Leaderships about OCP-LUB Project Develop First Nations Engagement Strategy Invite discussion of gauge needs and expectation, capacity constraints to participation.	Issue RFP and award contract for project consultants for Phases 2-4 Develop refined project work plan Develop Comprehensive Community Engagement and Communications Plan	Procurement and Onboarding of Project Consultants Present First Nations Engagement Strategy LTC Presentation of Project Work Plan Comprehensive Community Engagement and Communications Plan	Minimal involvement—focus on onboarding, refinement of the work plan, and coordination with staff.
Phase 2: December 2024 to January 2025 **TARGETED COMMUNITY VISIONING**	Engage on policy gaps and assess priorities.	Engage with First Nation's through relationships-building. Collaboratively identify issue perspectives that reflect the	Conduct Policy Gap Analysis Develop housing options and housing equity vision statement, Incorporate	Phase 2 Engagement Summaries Working Vision Statement Comprehensive list of planning issues and	Lead community visioning workshops, conduct policy gap analysis, review reports, and develop recommendations for initial OCP amendments.

		scope of this project.	technical and engagement results to create a revised Vision Statement	priorities	Assist in compiling engagement results.
Phase 3: January 2025 to June 2025 **OCP DEVELOPMENT**	Develop and explore policy options related to key issues	Engage on potential and drafts of revised OCP and/or amendments	Draft OCP amendments and vision statement revisions, Recommend immediate regulatory amendments to current OCP policy	Draft OCP amendments, draft LUB regulations, phase 3 engagement summary	Lead the development of OCP amendments and initial LUB regulations. Conduct public consultations and engage stakeholders on policy options for both the OCP and LUB.
Phase 4(a): July 2025 to September 2025 **DRAFT OCP REVIEW and**	Engage to review draft or proposed amended OCP	Refer draft OCP to First Nations and stakeholders	Finalize draft OCP amendments based on feedback	Phase 4 Engagement Summary Final Draft OCP 1st OCP Bylaw and First Nations and Agency Referral	Provide reporting on engagement through phase 3. Assist in further OCP review and engagement.
Phase 4(b): October 2025 to November 2025 **INITIATE LUB UPDATE**	Develop Draft LUB amendments	Initiate conversation of LUB	Refine LUB gaps based on OCP policy development	Draft LUB amendments	Assist in drafting LUB amendments. Begin initial consultation on LUB with First Nations and stakeholders

PROJECT COMMUNICATIONS

Project communications are addressed in detail through the standalone Project Communications and Engagement Strategy. In general, however, project communications will include the following component parts:

- A memorable project name and tagline
- A core visual style and suite of complementary graphics to be used for all initiatives and communication tactics throughout the project and corresponding engagement process. These

Phase 5(a): September 2025 to January 2026 **OCP ADOPTION**	Final edits to the Draft OCP Executive Committee approval Ministerial approval	Continue First Nations engagement on OCP	Prepare final OCP for adoption	Agency Referral Comment Summary First Nations Referral Comments Summary OCP Bylaw 2nd Reading OCP Bylaw Public Hearing OCP Bylaw 3rd Reading OCP Bylaw Adoption Monitoring Plan	Assist in finalizing the OCP for adoption. Support First Nations and stakeholder engagement.
Phase 5(b): November 2025 to January 2026 **DRAFT LUB REVIEW**	Community events/open house to review Draft LUB amendments Interest holder meetings Engagement to gather input on revised Draft LUB amendments	Refer proposed LUB amendment bylaw to First Nations. Ongoing First Nations engagement.	Refine draft LUB amendments based on feedback	Phase 5 First Nations Engagement Summary Phase 5 Engagement Summary Final Draft LUB 1st LUB Bylaw and First Nations and Agency Referral	Support engagement efforts for draft LUB. Refine LUB amendments based on feedback from community consultations and First Nations.
Phase 6: **LUB ADOPTION** **February 2026 to June 2026**	Final edits to the Draft LUB Executive Committee approval	First Nations and agency referral for LUB	Finalize LUB amendments	LUB Bylaw 2nd Reading LUB Bylaw Public Hearing LUB Bylaw 3rd Reading LUB Bylaw Adoption Lesson learned housing options summary	Finalize LUB amendments and support the public and stakeholder engagement process leading to adoption. Ensure legal requirements are met and alignment with OCP policies is maintained.

					Create and report to LTC on a closing report on lessons learned and possible future directions as learned through the bylaw review and engagement through this project.

graphics will be informed by the four integrated themes of the project: Housing options and housing equity; reconciliation; ecosystem connectivity, and climate change resilience

- Tools and tactics to reach underrepresented segments of the population that are typically harder to reach through engagement processes
- Key messages that form the basis for communication materials, e.g., media releases, invitations, subscriber notices, posters, and enable the project team to speak with "one voice", ensuring clear, concise, and consistent messaging across all communication. Key messages provide context, manage expectations around process and outcomes, and encourage people to become involved in the process. Key messages also communicate how participants' input will be used. Engagement best practices suggest that participants will expect to know:
  - The project goals, boundaries or scope of the OCP-LUB update and the engagement process, i.e., what parts of the OCP-LUB are on the table vs. off the table at this time
  - how their input will be used to inform the OCP-LUB update
  - who will make the final decision, informed by community feedback, on the vision, goals, and land use concepts identified OCP-LUB
  - when and how the OCP and LUB updates will be adopted and implemented
- Leveraging media channels, such as:
  - Social media (earned or paid advertising)
  - Print media (earned and push coverage)
  - Print/digital promotion
    - Partnerships - Redistribution through local newsletters
    - Reproduction on related websites and blogs (earned)
  - Engagement Platform(s) Software (incidental to the engagement process)
- Staff, Trustees, local appointees, and governance partners should champion fair and equitable access to the project by providing accurate information or directing inquiries those who can and encouraging those who believe their interests are affected by the project to participate in the formal engagement processes available.

Communications is led by the Project Team, with advice and support from key Islands Trust Staff tasked with dong so

COMMUNITY ENGAGEMENT

Community engagement and participation is a fundamental source of information in the OCP-LUB Project . While SS LTC is the decision-maker in advancing and ultimately approving project products (i.e. the amended

OCP and LUB), community input and ownership is important to ensure the plan is supported and executed collaboratively. The planning process will seek to be equitable and reach a broad spectrum of the community.

Community members will be able to participate in the planning process for the Salt Spring Island OCP-LUB Project by:

- Applying to join the OCP-LUB Update Project Advisory Commission
- Being recruited to a consultant-led working group
- Participating in community-led engagement activities and encouraging others to do the same
- Sharing ideas and thoughts with the Island Trust through formal meetings and/or public hearings

The Salt Spring Island Local Trust Committee has requested that staff apply the principles of *Beyond Inclusion – Equity in Public Engagement* to this project. Those principles are:

1) Invite participation within an authentic and accountable engagement process
2) Plan early and proactively
3) Establish respectful relationships with Indigenous Peoples
4) Engage the internal diversity of a community
5) Work in a reciprocal relationship with communities
6) Tailor engagement plans to the context
7) Commit to ongoing learning and improvement
8) Advance systemic equity

A separate project engagement strategy has been developed by staff. Once a project consultant is selected, that strategy will be reviewed and a plan, outlining how goals and principles of the strategy will be carried out through engagement planning, design, execution, analysis, and reporting.

Engagement with First Nations and Indigenous island residents will be considered in a separate, but linked, First Nations engagement approach. This approach is to be developed in cooperation with a First Nations Engagement Expert, and with advice and support from key Islands Trust Staff tasked with dong so.

PROJECT ADVISORY PLANNING COMMISSION

An OCP-LUB Project Advisory Planning Commission (PAPC) has been approved and will be recruited in the fall, 20204. This PAPC is a special advisory planning commission established to provide advice to the SS LTC through a standing directive to provide advice to SS LTC on draft project materials prior to consideration by SS LTC, and to review any additional project products referred to it by the SS LTC.

The PAPC will be comprised of up to seven (7) individuals from the community, ideally with broad geographic, social, cultural and professional representation. Key roles of the PAPC will be to:

- Advise on community engagement outcomes
- Promote the project and public engagement opportunities within the community
- Provide support to staff and consultants at public engagement events
- Provide recommendations to SS LTC on draft project products

CONSULTANT-LED WORKING GROUPS

The consultant to lead engagement and policy option development on this project may establish subject-area working groups if the need for specialized expertise is identified through the engagement planning process.

The following subject-area working groups could be established:

- Housing Options and Housing Equity Working Group

- Climate Change Resiliency Working Group (with the following potential sub-groups):
    - Freshwater Sub-Group
    - Forest/Wildfire Sub-Group
    - Shoreline Sub-Group
- Short-term Rentals Working Group
- And other working groups, as needed.

Key roles of the consultant-led working groups will be:
- To review and synthesize relevant documents; and
- To provide policy advice based on document review and professional expertise

AGENCY WORKING GROUP

A working group of staff from government agencies with jurisdiction over various Salt Spring Island services will be convened to ensure that those interests are appropriately reflected in the planning process and final documents.

KEY COMMUNITY INTEREST HOLDERS

Table 3: Key Community Interest Holders

RESIDENTS	ADVOCACY GROUPS	SERVICE GROUPS	AGENCIES
Of Salt Spring Island Of British Columbia • Property owners • Renters • Seniors • Students and youth • Healthcare workers	Advocacy groups are organizations that use various forms of advocacy to influence public opinion and public policy Examples on Salt Spring Island could include: • Chamber of Commerce • SSI Community Health Society	Service groups are organizations that provide tangible social or physical services to the community Examples on Salt Spring Island could include • Islanders Working Against Violence • Salt Spring Conservancy	Agencies are generally government or government-like organizations that provide physical or social services Examples on Salt Spring Island are: • Capital Regional District (CRD) • North Salt Spring Waterworks District (NSSWD) • Local Communities Commission (LCC)

ROLES AND RESPONSIBILITIES

Salt Spring Island Local Trust Committee

SS LTC are the project champions. They set the project priorities, allocate resources and are the ultimate approval authority by adopting or approving all project products.

Planning Staff

This project will be managed by the Regional Planning Manager, and coordinated by an Island Planner, with support from other planners and administrative staff as required. Staff will oversee consultants whose role is outlined below.

Consultants
Consultants will be retained to provide project management support, create work plans, engagement plans and generally execute the project. This includes executing community engagement and policy development activities and providing expertise to supplement that of the Internal Project Team. Special topic areas could include community engagement, wildfire risk mitigation, watershed protection, and hazard areas.

OCP-LUB Project Advisory Planning Committee
The OCP APC will provide advice to SS LTC on matters referred to it by SS LTC. It will review draft summaries and reports before submission to SS LTC. The Project Advisory Committee will review bylaw amendment proposals for the OCP and LUB or sections thereof as they are completed and make recommendations to LTC before submission to SS LTC.

Residents and General Public
All individuals with an interest in the local area will be invited to participate in the planning processes designed to gather input from all who feel they have an interest in the project, and or provide input to identify issues and opportunities and review draft products, plans and guidelines.

Interest Holder Groups
Interest holder groups such as service and advocacy groups will contribute to the planning process in the same way as residents, but may also be the subject of focussed consultation with respect to their particular areas of interest. Interest holder groups can also help with outreach, issue identification, opportunities and actions and reviewing policy options.

RELATIONSHIP TO OTHER INITIATIVES

To ensure that the OCP-LUB Project advances in consideration other Islands Trust, agency, or community initiatives, staff note the following current initiatives. These initiatives may influence the content of the OCP and LUB.

Islands Trust Policy Statement: The Islands Trust Policy Statement is currently undergoing a renewal process of its own. It is anticipated that by the time a renewed Salt Spring Island OCP is ready for adoption the Policy Statement project will be complete. Any OCP adopted by the Salt Spring Island Local Trust Committee must be consistent with the Islands Trust Policy Statement.

Islands Trust Reconciliation Action Plan: The Islands Trust Reconciliation Action Plan describes the organization’s path toward better relationships with the First Nations with treaty and territorial interests in the Islands Trust Area. The Salt Spring Island OCP-LUB Update Process should advance that plan, particularly Actions 3.2, 3.3 and 3.4.

Salt Spring Island Watershed Protection Plan: The Salt Spring Island Local Trust Committee recently endorsed a Watershed Protection Plan for the Island. The OCP-LUB Update Process should consider opportunities to advance the recommended actions of that plan.

Salt Spring Island Community Wildfire Resiliency Plan: The CRD recently completed a Wildfire Resiliency Plan for the island. This plan contains several actions that SS LTC can consider to support community wildfire resiliency. These actions could be advanced through the OCP-LUB Update Process. Alternatively, policies proposed through the OCP-LUB Update Process should not be inconsistent with the recommendations of the Resiliency Plan.

Salt Spring Island Active Transportation Network Plan: The CRD recently completed an Active Transportation Network Plan for the Island. The renewed OCP should facilitate or complement the actions proposed in that plan.

Current non-governmental initiatives that could influence the OCP-LUB Update Process include:

Transition Salt Spring Climate Action Plan 2.0: The 2020 Climate Action Plan authored by Transition Salt Spring provides a range of recommended actions that SS LTC could take to advance climate change resilience in the community. The OCP Update Process should consider opportunities to advance those recommended actions.

Salt Spring Solutions Homes for Islanders: This 2023 publication from Salt Spring Solutions proposes a range of initiatives that SS LTC could consider to advance housing options for middle and low-income earners on Salt Spring Island. The OCP Update Process should consider opportunities to implement the recommended actions of this report.

BUDGET

Item Descriptions	Total 2-Year Project Budget	Total FY2024-25 Budget Cost	Total FY2025-26 Budget Cost
Early and ongoing consultation with 13 First Nations with treaty and territorial interests on SSI	$26,000	$13,000	$13,000
Consultant to conduct and facilitate a robust and inclusive public engagement program and policy options development	$166,000	$83,000	$83,000
Communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	$9,000	$4,500	$4,500
Technical support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community engagement meetings	$3,000	$1,500	$1,500
Total	**$204,000**	**$102,000**	**$102,000**
Total Budget Available	**$158,500**	**$158,500**	**$0**
Requested additional funding for 2025-2026	**$45,500**	**$0**	**$45,500**

DELIVERABLES

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

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

PROJECT CHANGE MANAGEMENT

A change management structure is proposed to ensure that the project achieves its intended objectives and outcomes on time and on budget. However, it is also understood that new information or developments often emerge in the course of public policy processes that may impact the original project plan. The Regional

Planning Manager will bring forward substantial changes that would affect the project budget or timeline outlined in this Terms of Reference for LTC and approval. The evaluation will assess the following, as necessary:

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

IslandsTrust

STAFF REPORT

File No.: File Number(s)
(File Name or Cross Ref. No.)

DATE OF MEETING:	October 1, 2024
TO:	Salt Spring Island Local Trust Committee
FROM:	Chris Hutton, Regional Planning Manager Salt Spring Island Team
SUBJECT:	Salt Spring Major Projects – Business Cases

RECOMMENDATION

1. **That the Salt Spring Island Local Trust Committee approve the Attached Major Project Business Case for the OCP-LUB Project for submission to the Regional Planning Committee and Financial Planning Committee for the fiscal 2025-2026 year budget.**

REPORT SUMMARY

Present business case for the allocation of funding and staff resources for continuation of the Salt Spring Island OCP-LUB Project and Water Sustainability Projects in the next fiscal.

The report suggests an increase to the OCP-LUB Budget of $415,500 to ensure that adequate funding is provided to meet the contract scope of services in addition to the intended dedication of funds to ensure a successful and efficient First Nations relationship building and engagement process delivers meaningfully to that project.

BACKGROUND

In late 2023, LTC received a $150,000 Complete Communities Grant, which has been used to gather, synthesize and analyse various data points and information from across the community and assess the growth and servicing needs of Salt Spring Island and how meeting those needs to respond to housing needs in a way that improves complete community performance. Given the importance of this information as background for the OCP-LUB Project, the LTC has advanced background documents, but has not launched the OCP-LUB Project to a point where expenditures have been significant. Consequently,

LTC has been considering the next step needs of the engagement and policy development needs of OCP-LUB Project. The LTC has concurrently improved the intentions of this project by establishing a project goal, terms of reference, communications and engagement strategy, and clarifying expectations of a project consultant to be retained.

Recently, the LTC has merged the funding and core elements of the Ganges (Shiya'hwt Syowt) Village Planning project to the OCP-LUB Project in order to shift the scope of contract services from provided only community engagement to incorporating a greater role in supporting the management of this project while also taking on policy development work in order to mitigate risks related to varying resource availability.

DISCUSSION

OCP-LUB Project

LTC's intention in merging the Ganges (Shiya'hwt Syowt) Village Planning project to the OCP-LUB Project was to increase the resource amounts to meet the authentic needs of the project and minimize additional funding requests. The business case in Attachment 1 illustrates a redistribution of total project spending, and a reduction in the anticipated spending of the $158,500 available combined budget in this fiscal (2024-2025) to $102,000, while demonstrating that the updated scope of work would require carrying the balance of that forward as well as additional funding to cover bring the 2025-2026 fiscal year budget to $102,000, thus an additional $45,500 is requested.

For clarity, funding expenditures are anticipated to accelerate in the 4th quarter of this 2024-2025 fiscal year and hours worked at various stages by the project consultant will be the primary driver of budget draw downs. This business budget should be evaluated to ensure accurate year-over-year funding until the 2025-2026 Budget is approved.

ALTERNATIVES

1. **Cancel the Salt Spring OCP-LUB Project**

   If LTC wishes to no longer pursue the OCP-LUB, it may pass a resolution to do so. In this case, work on the project would cease and any work commenced would be finalized in a summary report. Staff would be allocated to other projects and development work for the Regional Planning Team and the Salt Spring Office's Local Trust Committees:

   That the Salt Spring Island Local Trust Committee remove the OCP-LUB Project from the Project List and advise the Executive Committee that it has done so.

NEXT STEPS

If LTC approves the business case submission, staff will amend the draft Request for Proposals to include the full $158,500 budget for this fiscal year, with an extension proviso to enable use of the additionally requested funding in the 2025-26 fiscal year and proceed to issue it.

Submitted By:	Chris Hutton, MPA, MCIP, RPP Regional Planning Manager, Salt Spring Island	October 1, 2024

ATTACHMENTS

1. 2025-2026 Business Case for the Salt Spring Island OCP-LUB Project

Islands Trust

Budget Funding Request
Short-Form Business Case

ATTACHMENT 1

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

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*

Salt Spring Local Trust Committee (SS LTC)

Department:
Planning Services

Name of Request:

Major amendment to SS OCP and SS LUB

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*

2024-25 - $158,500
2025-26: $ 45,500

Total: $ 204,500

Total project over two years: $204,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: ____________________

☐

X **Other – please describe:**
- Early and Ongoing Engagement with First Nations with Treaty and Territorial Interests on SSI
- Project Consultant Scope of Services Received July 31, 2024
- Communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications
- Technical support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community engagement meetings
- Technical support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community engagement meetings

Date of Submission to Finance: SSLTC endorsed: October 1, 2024 Staff amended:	**Funding Required for (date range):** April 1 2024-March 31, 2025, $ 158,500 April 1 2025-March 31, 2026, $ 45,500

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

Addresses numerous Strategic Plan Goals and Objectives including: fostering preservation and protection of the Trust Area's ecosystems, sustaining island character and healthy communities, and effective, efficient and collaborative governance.

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

This business case involves the underspent project budgets for the 2024/2025 fiscal year (FY2024/25) that was approved by the Islands Trust Financial Planning Committee to be carried over to the 2024/2025 budget cycle.

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

- early and ongoing consultation with 13 First Nations that have territorial interests in SSI,
- of a robust public engagement process,
- preparation of a comprehensive draft of a revise OCP. The major amendment to SS OCP continues to advance the Housing Action Program (HAP) and the Salt Spring Island Community Wildfire Resiliency Plan. Of paramount importance is the identification of opportunities to diversify housing choice and the supply and affordability of housing.

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

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

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

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

Item Descriptions	Total 2-Year Project Budget	Total FY2024-25 Budget Cost	Total FY2025-26 Budget Cost
Early and ongoing consultation with 13 First Nations with treaty and territorial interests on SSI	$26,000	$13,000	$13,000
Consultant to conduct and facilitate a robust and inclusive public engagement program and policy options development	$166,000	$83,000	$83,000
Communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	$9,000	$4,500	$4,500

Technical support on virtual and in-person sessions, and facility rental for in-person sessions, open houses and community engagement meetings	$3,000	$1,500	$1,500
Total	**$204,000**	**$102,000**	**$102,000**
Total Budget Available	**$158,500**	**$158,500**	**$0**
Requested additional funding	**$45,500**	**$0**	**$45,500**

RISK ASSESSMENT: *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks.)*
Timelines – a major amendment to the SS OCP is unlikely to conclude in one year. The previous request stated that if funding was approved, a request to carry over unspent money will likely be required.

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

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

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

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

Approve the request to secure the approved $204,000 over two-years by forwarding re-funding the balance of funds spend in the 2024-2025 fiscal year to the 2025-2026 fiscal year in addition to an additional $45,500 to complete the OCP-LUB Project to **increase housing options and housing equity** on the island in ways that integrate:

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

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

Quantitative:

- $166,000 over two fiscal years for a project consultant team to refine a draft consultant Scope of Services, develop project management systems, and design execute a bylaw review program that incorporates significant and inclusive public and interest holder engagement and delivers revised bylaw documents and reports
- $26,000 over two fiscal years for early and ongoing consultation with First Nations to be undertaken by Islands Trust staff.
- $12,000 over two fiscal years is requested to support incidental, logistical, and legislative costs. These include printing and publication, venue rentals, legal notices, and any potential legal or third party reviews needed to complete the project.

Qualitative:

Project has proposed to merge the Ganges Village Planning project budget to create a more fulsome planning product that can still meet core study needs for the central area. The need for a plan review on Salt Spring is very timely given a number of contextual factors that impact the approach to land use governance on Salt Spring Island. These include:

1. The recent and upcoming completion of numerous policy projects that change public and organizational expectations, such as the Salt Sprig Island Complete Communities Assessment, and the Housing Needs Assessment.
2. Anticipated infrastructure investments and policy changes in water and wastewater service providers that will improve the capacity and certainty of reliable servicing for more housing.

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

Per Islands Trust and BC procurement process for hiring consultants.

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

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

Planning Process Timeline

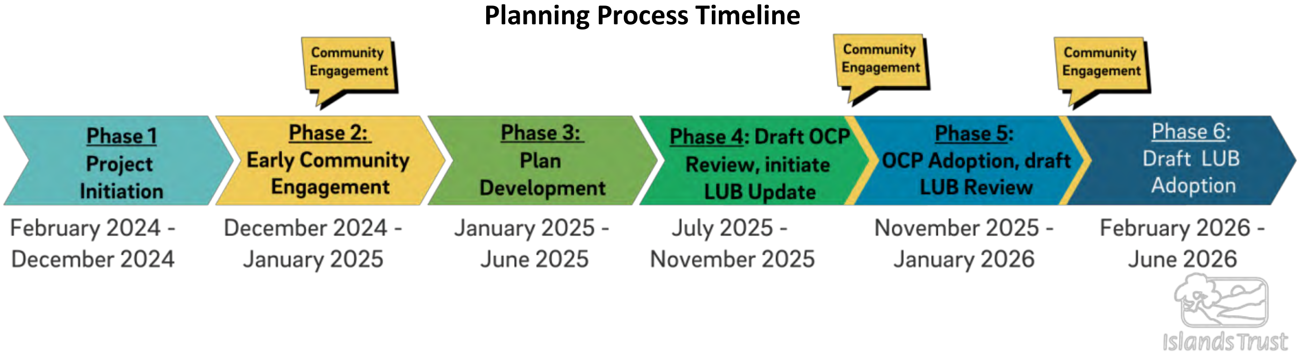


Table 1: Planning Process

PHASE	ENGAGEMENT	FIRST NATIONS ENGAGEMENT	POLICY DEVELOPMENT	KEY DELIVERABLES	CONSULTANT'S ROLE
Phase 1(a) February 2024 to November 2024 **FINALIZE COMPLETE COMMUNTY ASSESSMENT**	Inform and engage on draft Complete Communities Assessment	N/A	Incorporate engagement results Compile Baseline Conditions Report	Complete Communities Assessment	OCP/LUB Consultant not involved here; focus is on completing the assessment.
Phase 1(b) November 2024 to December 2024 **OCP-LUB PROJECT START**	Develop project website and other communication materials Identify key community interest holders Form Project Advisory Committee Confirm Engagement Strategy	Letter to First Nations Leaderships about OCP-LUB Project Develop First Nations Engagement Strategy Invite discussion of gauge needs and expectation, capacity constraints to participation..	Issue RFP and award contract for project consultants for Phases 2-4 Develop refined project work plan Develop Comprehensive Community Engagement and Communications Plan	Procurement and Onboarding of Project Consultants Present First Nations Engagement Strategy LTC Presentation of Project Work Plan Comprehensive Community Engagement and Communications Plan	Minimal involvement—focus on onboarding, refinement of the work plan, and coordination with staff.
Phase 2: December 2024 to January 2025 **TARGETED COMMUNITY VISIONING**	Engage on policy gaps and assess priorities.	Engage with First Nation's through relationships-building. Collaboratively identify issue perspectives that reflect the scope of this project.	Conduct Policy Gap Analysis Develop housing options and housing equity vision statement, Incorporate technical and engagement results to create a revised Vision Statement	Phase 2 Engagement Summaries Working Vision Statement Comprehensive list of planning issues and priorities	Lead community visioning workshops, conduct policy gap analysis, review reports, and develop recommendations for initial OCP amendments. Assist in compiling engagement results.

PHASE	ENGAGEMENT	FIRST NATIONS ENGAGEMENT	POLICY DEVELOPMENT	KEY DELIVERABLES	CONSULTANT'S ROLE
Phase 3: January 2025 to June 2025 **OCP DEVELOPMENT**	Develop and explore policy options related to key issues	Engage on potential and drafts of revised OCP and/or amendments	Draft OCP amendments and vision statement revisions, Recommend immediate regulatory amendments for LUB amendments	Draft OCP amendments, draft LUB regulations, phase 3 engagement summary	Lead the development of OCP amendments and initial LUB regulations. Conduct public consultations and engage stakeholders on policy options for both the OCP and LUB.
Phase 4(a): July 2025 to September 2025 **DRAFT OCP REVIEW and**	Engage to review draft or proposed amended OCP	Refer draft OCP to First Nations and stakeholders	Finalize draft OCP amendments based on feedback	Phase 4 Engagement Summary Final Draft OCP 1st OCP Bylaw and First Nations and Agency Referral	Provide reporting on engagement through phase 3. Assist in further OCP review and engagement.
Phase 4(b): October 2025 to November 2025 **INITIATE LUB UPDATE**	Develop Draft LUB amendments	Initiate conversation of LUB	Refine LUB gaps based on OCP policy development	Draft LUB amendments	Assist in drafting LUB amendments. Begin initial consultation on LUB with First Nations and stakeholders
Phase 5(a): September 2025 to January 2026 **OCP ADOPTION**	Final edits to the Draft OCP Executive Committee approval Ministerial approval	Continue First Nations engagement on OCP	Prepare final OCP for adoption	Agency Referral Comment Summary First Nations Referral Comments Summary OCP Bylaw 2nd Reading OCP Bylaw Public Hearing OCP Bylaw 3rd Reading OCP Bylaw Adoption Monitoring Plan	Assist in finalizing the OCP for adoption. Support First Nations and stakeholder engagement.

PHASE	ENGAGEMENT	FIRST NATIONS ENGAGEMENT	POLICY DEVELOPMENT	KEY DELIVERABLES	CONSULTANT'S ROLE
Phase 5(b): November 2025 to January 2026 **DRAFT LUB REVIEW**	Community events/open house to review Draft LUB amendments Interest holder meetings Engagement to gather input on revised Draft LUB amendments	Refer proposed LUB amendment bylaw to First Nations. Ongoing First Nations engagement.	Refine draft LUB amendments based on feedback	Phase 5 First Nations Engagement Summary Phase 5 Engagement Summary Final Draft LUB 1st LUB Bylaw and First Nations and Agency Referral	Support engagement efforts for draft LUB. Refine LUB amendments based on feedback from community consultations and First Nations.
Phase 6: **LUB ADOPTION** **February 2026 to June 2026**	Final edits to the Draft LUB Executive Committee approval	First Nations and agency referral for LUB	Finalize LUB amendments	LUB Bylaw 2nd Reading LUB Bylaw Public Hearing LUB Bylaw 3rd Reading LUB Bylaw Adoption Lesson learned housing options summary	Finalize LUB amendments and support the public and stakeholder engagement process leading to adoption. Ensure legal requirements are met and alignment with OCP policies is maintained. Create and report to LTC on a closing report on lessons learned and possible future directions as learned through the bylaw review and engagement through this project.

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

As proposed, this is an Extraordinary Project under Trust Council Policy 6.2.1 due to its budget and anticipated staff resourcing needs.

- RPM: 0.15 FTE
- Island Planner: 0.75 FTE
- Planner 2: 0.3 FTE
- Admin: 0.1 FTE
- Information Services (Mapping): 0.1 FTE

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

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

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

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

Requested by: Salt Spring Island Local Trust Committee

Prepared by Chris Hutton, MCIP, RPP, Regional Planning Manager, September 27, 2024

Islands Trust

STAFF REPORT

File No.: 6500-20
Freshwater Sustainability

DATE OF MEETING:	October 1, 2024
TO:	Salt Spring Island Local Trust Committee
FROM:	Chris Hutton, Regional Planning Manager Salt Spring Island Team
COPY:	Gary Holman, CRD; Stephen Henderson, CRD; Brian Pyper, NSSWD; Mark Boysen, NSSWD;
SUBJECT:	Salt Spring Island Freshwater Project Business Case

RECOMMENDATION

1. **That the Salt Spring Island Local Trust Committee forward the Watershed Protection Plan 2023-2032 Business Case attached as Attachment 1 to the staff report of October 1, 2024 to Financial Planning Committee for inclusion in the 2025/26 Trust Council budget.**

2. **That the Salt Spring Island Local Trust Committee forward the Salt Spring Island Groundwater Sustainability (Well-Monitoring) Business Case attached as Attachment 2 to the staff report of October 1, 2024 to Financial Planning Committee for inclusion in the 2025/26 Trust Council budget.**

REPORT SUMMARY

The purpose of this report is to ensure continuing funding for a previously approved approach to funding coordination of the Salt Spring Island Watershed Protection Plan 2023-2032 (WPP). It recommends that Islands Trust staff convene regular inter-agency meetings in lieu of the Salt Spring Island Watershed Protection Alliance (SSIWPA) until a suitable multi-organization forum for coordination and communication of watershed protection activities can be established.

Watershed Sustainability Project

The Watershed Sustainability Project comprises three separate budget items:

1. SSIWPA Plan Coordination
2. Ongoing well monitoring
3. Salt Spring Proof of Water Bylaw

SSIWPA Plan Coordination ($ 55,000)

The SSIWPA resources are gathered as part of special tax requisition for the purposes of supporting coordination of watershed governance across various community actors and governance partners. With the creation of a Watershed Protection Plan, this group gas sought to advance a variety of actions and initiatives in coordination to the benefit of Islanders. The WPP and general consensus is that the coordinating role that Islands Trust has traditionally taken on for this group is better taken on by a body that works more directly on projects and activities related to watershed management.

Until recently, a greater collaboration beyond this specific area was limited. However, with the formation of the Salt Spring Island Local Community Commission (LCC), regular meetings have taken place between the LTC and the LCC (including the CRD Director), and it is increasingly clear that both groups have a shared interest in further investigating ways to clarify and simplify their roles to improve governance efficiency. While not an early discussion point, watershed governance is likely to become a priority discussion in these groups.

A SSIWPA Tax requisition has not been collected since the 2023-2024 fiscal year, due to staff shortages and the acknowledged need for another organization to take on this work. As discussions of various governance roles continue, this funding should continue to be allocated to this purpose such that it can support a viable service transition. The business case in Attachment 1 replicates the previously updated business case, but staff suggest that as the context of this transition is shifting, this project will perform better if it is initiated and executed at a time when there is consensus on the investment of multi-agency time and resources towards a constructive outcome.

<u>Ongoing Well Monitoring ($16,500)</u>

Since 2017 SS LTC has been the lead agency in a Salt Spring Island Watershed Protection Alliance (SSIWPA)-coordinated pilot project that installed data loggers in 14 groundwater observation wells and at 5 lake monitoring stations on Salt Spring Island. This pilot project was made possible by a Real Estate Foundation of British Columbia (REFBC) Freshwater Sustainability Grant and financial contributions from SSIWPA member agencies. The purpose of the project is to monitor water levels to observe seasonal changes in the groundwater table and in lake levels. Monitoring partnerships were established through the generosity of Salt Spring Island community volunteers.

Islands Trust submitted its final grant reporting to the Real Estate Foundation of BC in 2020. Since then, Islands Trust Senior Freshwater Specialist has continued to retrieve the data recorded by the loggers. There has been limited reporting of the data to the LTC, land owners or the greater Salt Spring community during this time.

Staff sent out correspondents to property owners whose wells have monitors in March, 2024 with updated well owner agreements with updated language related to the term of the monitoring process to be signed and sent back. Agreements that were not updated are still valid, but describe the project as a "pilot program".

The only matter requiring SS LTC's immediate attention vis-a-vis the ground and surface water monitoring pilot project is to ensure that a contingency fund is available to remove any data loggers where participating land owners no longer wish to monitor and where removal may involve specialized equipment. Removal challenges are anticipated at very few monitoring locations and most removals can be carried out by the Senior Freshwater Specialist. Some, however, may require the services of a licensed pump installer. These funds may also be used for routine maintenance of existing data loggers.

The attached Freshwater Sustainability (well monitoring) Business Case (Attachment 2) lays out potential project spending in fiscal 2025/26. The business case's undertaking would ensure that **unspent funds from SS LTC's special property tax requisition** are set aside to fund next steps in the program. Estimated expenses associated with conclusion of the pilot project are:

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

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

At its meeting of December 14, 2023 the SS LTC passed the following resolution concerning the Ground Water and Surface Water Monitoring Pilot Program:

Staff recommend that SS LTC use unspent special property tax funds from previous fiscal years to continue to hold funding for data logger removal. If the money earmarked for data logger removal goes unspent in fiscal 2025/26, SS LTC should ensure that this sum remains available in future years from the unspent funds until any problem data loggers are removed, or the monitoring equipment is transferred to another agency or organization.

ANALYSIS

Trust Council Bylaw No. 154

In 2013, Islands Trust Council adopted Bylaw No. 154 that delegated authority to the Salt Spring Island Local Trust Committee (LTC), for the purpose of preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area, the power to:

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

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

Salt Spring Island Official Community Plan Bylaw No. 434

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

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

Salt Spring Island Watershed Protection Plan 2023-2032

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

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

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

Watershed Protection Governance and Coordination: Priority Projects

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

Issues and Opportunities

Watershed Protection Plan 2023-2032 Coordination

In its July 2023 resolution 2023-32, SS LTC directed staff to initiate the transfer of SSIWPA to the CRD. However, subsequent conversations with CRD staff and the Electoral Area Director for Area F indicate that the CRD will not be in a position to assume administration of a SSIWPA-like entity in the current fiscal year. Given that CRD is unlikely to establish a watershed protection coordination function in the near-term and that LTC, has signalled it no longer wishes to administer SSIWPA, LTC must decide what role to play for the remainder of this fiscal year, and the fiscal year following, in the coordination of watershed protection efforts. Previous plans had been to establish and lead an inter-agency staff working group to advance the objectives and actions of the WPP. This working group could attempt to establish a preferred path forward for freshwater coordination and make recommendations to elected officials accordingly. Staff had hoped that this working group could advance the governance review proposed under Action 17 of the WPP:

Action 17. **Complete governance review to ensure that watershed protection and stewardship administrative and coordination arrangements are optimized.**

In early 2022, Islands Trust commissioned a review of watershed protection coordination arrangements for Salt Spring Island (see Econics, 2022). A key recommendation from this process was that agencies should develop consensus on preferred longer term governance reforms by selecting from seven identified options.

Agencies will work together to implement the recommendations of this governance review. It is recognized that reform will include challenges, including possible shifts to current responsibilities and amendments to legislative, regulatory, and bylaw authorities. Agencies will also examine long term funding and project resourcing arrangements for the actions identified in this plan, recognizing that all partners must contribute to ensure success.

Staff are cognizant that in winding down SSIWPA, local groups, small water systems, and individuals with an interest in freshwater sustainability may feel like they are losing the opportunity to bring their concerns to, and influence the decisions of the agencies with jurisdiction over such matters. However, staff contend that agency staff and elected officials need time and space to appreciate each other's interest, capacity and financial ability to participate in watershed protection coordination work, on the understanding that community groups and other actors will be re-engaged when an appropriate vehicle can be established. To address this, staff will proceed to convene at least one annual "big tent" meeting in fiscal 2024/25 bringing together all those with an interest in freshwater sustainability on the Island where agencies can share progress and solicit input.

Watershed Protection Plan 2022-2032 Coordination Staffing

Since 2013 SS LTC has benefited from a dedicated SSIWPA coordinator that carried out not only the organization's administrative functions, but also led its education and outreach efforts. This coordinator enabled SSIPWA to be more than just a meeting table and helped give SSIWPA's work a profile within the wider community. SSIWPA's past coordinator is now unavailable to carry on in this administrative role.

The path laid out in the project charter attached as Appendix 1 reflects an approach that can be championed by Islands Trust planning staff, when staff is at full complement, in accordance with the anticipated LTC work program for the remainder of this fiscal, and into the coming, fiscal year. Limiting the proposed working group to agency staff will minimize associated administrative tasks. However, as the lead agency in this initiative, Salt Spring Island Office staff will still have to compile agenda packages, take meeting notes and track progress. Providing a more robust form of coordination similar to that provided by the long-time SSIWPA coordinator would require contracting a new coordinator through an RFP process, which funding is not identified at this time.

Watershed Protection Plan 2023-2032 Actions

Given SS LTC's commitments to other substantial major projects, and given the current time in the budget cycle, staff do not recommend new watershed protection action/projects in the near-term beyond establishing the coordination mechanism discussed in this report. Once this matter is addressed, SS LTC can begin to consider some specific planning actions for watershed protection

Watershed Protection Coordination Budget

Since 2013, LTC watershed protection coordination work has been funded through a special property tax requisition levied on the Salt Spring Island Local Trust Area. From 2013 to end of the 2022/2023 Fiscal Year, most of the annual budget was used to contract the SSIWPA coordinator. There is currently no coordinator under contract, as such the 2022/24 requisition of $43,500 remains largely unspent. At the end of the fiscal year, this year's requisition will be added to $40,000 that has accumulated from previous years' unspent requisition funds.

Any projected spending of previous year's requisition funds in fiscal 2025/26 requires submitting a business case to Financial Planning Committee for inclusion in the Trust Council 2025/26 budget. While this does not require any new taxation, it is important that the potential draw be reflected in the budget.

Anticipated spending associated with the proposed project charter is as follows:

Table 1

Item	Cost	Comment
Inter-agency staff meetings	$0	Staff time is only anticipated cost
First Nations consultation	$10,000	Could be undertaken in conjunction with other major LTC projects
"Big Tent" meeting	$5,000	Venue rental, advertising, potentially hiring a facilitator

(1) Consulting services to help develop the terms of a Drinking Water and Watershed Protection Service [OR] (2) Consulting services to help advance governance solutions for watershed protection	$40,000	(1) If CRD requests assistance from Islands Trust to help expand its existing storm water protection service (which authorizes groundwater monitoring, assessment and protection) or establish a new Drinking Water and Watershed Protection Service; (2) There are firms with expertise in helping local governments establish watershed governance bodies

SSIWPA Wind-Down

Winding down SSIWPA will involve the following actions:

- Final SSIWPA Steering Committee meeting
- Discontinue SSIWPA website
  - Migrate important content from SSIWPA website to SS LTC website; and
  - Archive remaining content for eventual revival of multi-organization freshwater watershed protection forum;
- Discontinue SSIWPA social media
- Advertise in local media to notify of SSIWPA’s conclusion
- Thank you letters to SSIWPA participants

First Nations Engagement

Watershed Protection Plan 2022-2032 identifies the need to work with area First Nations to identify their priority interests in watershed protection on Salt Spring Island.

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

It will be important that some component of the inter-agency staff meetings proposed under this project charter have as a focus developing an approach that can eventually lead to co-management of the Island’s freshwater resources with First Nations. To date efforts at this sort of engagement have been poor, owing in part to concern about SSIWPA’s lack of clear purpose and uncertainty about what First Nations representatives would actually be called upon to engage about under that structure. This deficiency was highlighted in both the *Watershed Stewardship and Protection Coordination Situation Analysis and Options Identification Report* and WPP.

Rationale for Recommendation

1. **That the Salt Spring Island Local Trust Committee endorse Watershed Protection Plan 2022-2032 Coordination Project Charter v1 attached as Appendix 1 to the staff report of October 1, 2024.**

The project charter proposed in Appendix 1 reflects the steps required to wind down SSIWPA and initiate an inter-agency staff WPP coordination working group.

The actions proposed in the project charter address bullets 2 and 4 below from Recommendation No. 1 of the *Salt Spring Island Watershed Stewardship and Protection Coordination Situation Analysis and Options Identification Report* received by SS LTC in April 2022:

> ***Recommendation 1:*** *internalize watershed protection coordination as an operational function within Islands Trust, including the following steps:*
>
> - *integrate activities currently done under SSIWPA with Islands Trust's work on the federation wide Freshwater Sustainability Strategy and related functions;*
> - *discontinue use of the independent SSIWPA brand identity, including the logo, Internet domain, and title, in favour of applying Islands Trust's corporate brand to all internal and external communications going forward;*
> - *continue a steering committee with revised terms of reference as an Islands Trust advisory committee and with a chair elected from its membership;*
> - *continue to deliver watershed protection coordination services from Islands Trust's Salt Spring Island office; and,*
> - *continue to staff a coordinator position; improve integration of the coordinator's workplan with Freshwater Sustainability Strategy implementation.*

2. **That the Salt Spring Island Local Trust Committee forward the Salt Spring Island Groundwater Sustainability (Well-Monitoring) Business Case attached as Attachment 2 to the staff report of October 1, 2024 to Financial Planning Committee for inclusion in the 2025/26 Trust Council budget.**

   While staff propose funding all activities scoped in the project charter from unspent special property tax requisition funds from previous fiscal years, a business case is still required so the anticipated draws are noted in the Trust Council budget.

ALTERNATIVES

1. **Do not coordinate WPP implementation**

   SS LTC may decide that it no longer wishes to play a coordinating role in the implementation of the WPP. If so, SS LTC could consider the following resolutions:

   That the Salt Spring Island Local Trust Committee direct staff to conclude SSIWPA and undertake the wind-down actions proposed in the staff report of October 1, 2024.

   That the Salt Spring Island Local Trust Committee rescind LTC resolution No. SS-2023-92.

The implications of these resolutions are that signatory agencies to the WPP would pursue plan implementation independently, as there would no longer be an effort made toward aligning each other's' actions. The staff working group proposed in the project charter in Appendix 1 would no longer be pursued by Islands Trust.

Staff would return at a later meeting with a proposal to spend the remaining unspent special property tax requisition funds on freshwater-related projects unrelated to watershed governance and coordination.

Submitted By:	Chris Hutton, MPA, MCIP, RPP Regional Planning Manger	October 1, 2024

ATTACHMENTS

1. Watershed Protection Plan 2023-2032 Business Case
2. Salt Spring Island Groundwater Sustainability (Well-Monitoring) Business Case

Attachment 1

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR	
Requested by *(Committee or Operational Unit):* **Salt Spring Island Local Trust Committee**	**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:** Meeting Costs; advertising
Department: Planning Services	
Name of Request: Salt Spring Island Watershed Protection Plan 2022-2032 Coordination	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* $55,000 ** to be funded through unspent special propertytax requisition funds from previous fiscal years*	
Date of Submission to Finance: October 1, 2024	**Funding Required for (date range):** April 1, 2025-March 31, 2026

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

Trust Council Bylaw No. 154
In 2013, Islands Trust Council adopted Bylaw No. 154 that delegated authority to the Salt Spring Island Local Trust Committee (LTC), for the purpose of preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area, the power to:

- Coordinate and assist in the determination of regional, improvement district and government
- of British Columbia policies;
- Coordinate the implementation of regional, improvement district and government of BritishColumbia policies; and

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

Under Bylaw No. 154 SS LTC may continue to coordinate watershed protection work on Salt Spring Island if it so chooses.
Salt Spring Island Official Community Plan Bylaw No. 434
The Salt Spring Island OCP generally supports SS LTC involvement in watershed protection initiatives as per the following community objective:

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

Salt Spring Island Watershed Protection Plan 2023-2032
Endorsed by SS LTC in July 2023, the Salt Spring Island Watershed Protection Plan recognizes the importance of coordinated implementation of the plan and that watershed protection requires cooperation among multiple agencies and stakeholders.

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

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

Watershed Protection Governance and Coordination: Priority Projects

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

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

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

The objective of this initiative is to confirm a preferred governance model that allows for the coordinated, cost efficient implementation of the Salt Spring Island Watershed Protection Plan 2023-2032.
See staff report of December 14, 2023 on page 121 here for fulsome discussion and project charter for this project.

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

Since 2013 SS LTC has funded the coordination of watershed protection work on Salt Spring Island through the Salt Spring Island Watershed Protection Alliance (SSIWPA). In July 2023 SS LTC signalled a desire to see coordination of SSIWPA transfer to the Capital Regional District (CRD). However, CRD will not be in a position in the 2024/25 fiscal year to administer a SSIWPA-like entity. As such, SS LTC has resolved to continue leading coordination of the recently-endorsed Salt Spring Island Watershed Protection Plan 2023-2032 in the form of an inter-agency staff working group instead of SSIWPA.

Results/deliverables of this funding request are as follows:

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

Proposed project spending is as follows:

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

$10,000 – First Nations engagement

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

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

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

A core risk in the 2024-2025 Fiscal Year has been limited staff availability to undertake this work.

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

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

Benefits – SSIWPA membership and structure is already in place.

Risks – (1) Maintaining SSIWPA would require successful procurement process to hire contract coordinator; (2) Because of its structure, SSIWPA's success in coordinating watershed protection action has been limited.

Financial implications – None. Necessary funding is already held in an Islands Trust account.

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

Other implications – N/A

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

Benefits – SSIWPA membership and structure is already in place.

Risks – (1) Maintaining SSIWPA requires successful procurement process to hire contract coordinator; (2) Because of its structure, SSIWPA's success in coordinating watershed protection action has been limited; (3) Special property tax requisition for Salt Spring Local Trust Area may be politically unpopular.

Financial implications – New special property tax requisition required

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

Other implications – N/A

Option 3: Do not coordinate WPP implementation

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

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

Financial implications – If SS LTC does not fund WPP implementation initiatives related to governance, it could use unspent special property tax requisition funds to support action items with the WPP.

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

Other implications – N/A

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

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

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

That the SS LTC requests Islands Trust FPC include a draw of $55,000 from unspent special property taxrequisition funds in fiscal 2024/25 to support Watershed Protection Plan 2023-2032 Coordination.

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

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

Proposed SS LTC spending on this initiative in fiscal 2024/25 does not require new taxation as it will be drawnfrom **unspent special property tax requisition funds** from previous fiscal years.

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

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

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

The Salt Spring Island Watershed Protection Plan 2022-2032 Coordination Project Charter identifies the following work plan for the coming fiscal year:

Work Plan Overview

Deliverable/Milestone	Date
LTC endorse project charter and submit 2024/25 business case for use of unspent special property tax requisition funds	December 14, 2023
First agency staff working group meeting	February 2024
Final SSIWPA meeting	February 2024
Terms of Reference and Memorandum of Understanding for agency working group signed	March 2024
Ongoing agency working group meetings and actions through 2024/25	April 1, 2024 to March 31, 2025
Joint elected official/staff agency working group meeting	Fall 2024
"Big Tent" meeting between agencies, NGOs and water-interested individuals	Between January and March 2025

STAFF RESOURCING: *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)* **This project will require at least 100 staff hours at the Island Planner level, although the actual amount will depend largely on whether progress is made during early inter-agency meetings.**
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?) This project entails an exploration, and potentially creation of, new governance options for watershedprotection on Salt Spring Island in coordination with the Capital Regional District, North Salt Spring WaterworksDistrict and the Government of British Columbia.

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

Prepared by (name, title)/date: Chris Hutton, Regional Planning Manager/September 27, 2024

Attachment 2

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*

Salt Spring Island Local Trust Committee

Department:

Planning Services

Name of Request:

Salt Spring Island Groundwater Sustainability (Well-Monitoring)

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*

$16,500

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: ___________________

■ **Other – please describe:**
Communications and education materials; meeting costs; specialized skills and equipment to remove well monitors

Date of Submission to Finance:

Funding Required for (date range):
April 1, 2025 to March 31, 2026

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

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

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

Results/deliverables of this funding request are:

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

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

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

This business case is brought forward as a strategy to mitigate financial risk.

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

Option 1: Not set aside funding for data logger removal
Benefits – May find ways to allocate funds to other freshwater projects
Risks – When data loggers are to be removed, other funding will be required. This is a liability as funds would not be set aside for this purpose and would inevitably be an unplanned expense.
Financial implications – Unplanned expense at some time in the future
Resource requirements – Most loggers can be removed by the freshwater specialist, but some loggers will require specialized equipment and skills of a pump installer.
Other implications-

Option 2: Remove data loggers now
Benefits – Money would be spent and liability managed
Risks – Owners are under the impression that the removal is at the time of their choosing and may not appreciate the turn-around on policy. This is a minor concern.
Financial implications –
Resource requirements – Staff time required to engage property owners, remove monitors, and hire professional services where necessary.
Other implications – Compression and contracting out of other major projects was intended to provide additional capacity to SS LTC, and this would use up some of that time. Staffing availability may continue to be limited to achieve this.

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

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

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

Provide equal funding as the 2024-2025 fiscal year to support the ongoing collection of well monitoring data to ensure that **unspent funds from SS LTC's special property tax requisition** are set aside to fund next steps in the program. Estimated expenses associated with conclusion of the pilot project are:
$1,500 – to host a Community Information Meeting to share data and analysis derived from the monitoring pilot project; and
$15,000 – to remove any groundwater data loggers that require the assistance of a licensed pump installer.

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

Removal of the data loggers at the request of land owners is non-negotiable. **Funds to do so will be drawn from SS LTC's unspent special property tax requisition funds** and therefore no new taxation will be required.

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

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

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

Under the recommended option, there is no anticipated timeline for the removal of data loggers. Presentation of the well-monitoring data to date should be completed by end of Fiscal.

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

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

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

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

Requested by: Salt Spring Island Local Trust Committee

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