



Islands Trust Council

Quarterly Meeting

Date: Tuesday, March 8 - Thursday, March 10, 2022

Time: 1:00 pm - 12:00 pm
3:00 pm - 4:00 pm

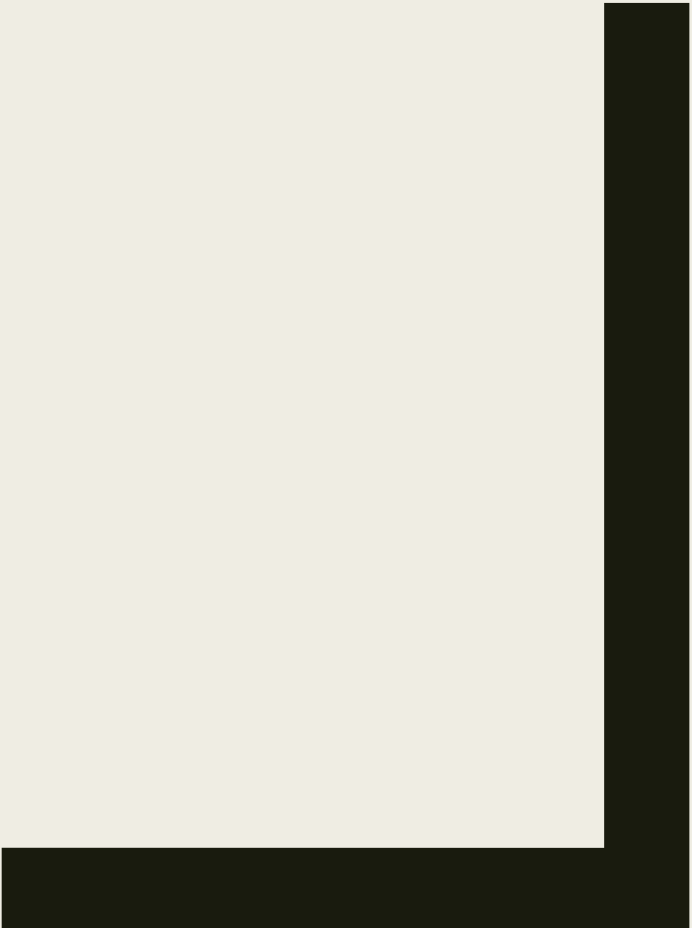
Location: Vancouver Island Conference Centre - Benson Room A/B
101 Gordon Street, Nanaimo BC

	Pages
4. SELECT COMMITTEE	1:15 PM - 5:30 PM
4.2. <u>Receipt of Governance Review prepared by Great Northern Management - BRF</u>	
4.2.1. <i>GNMC PowerPoint Presentation</i>	3 - 17
8. TRUST AREA SERVICES	11:15 AM - 12:00 PM
8.2. <u>Discussion / Decision Items</u>	
8.2.2. Policy Statement Amendments Phase 3 Engagement - Session Outline	1:00 PM - 1:30 PM
8.2.2.1. <i>ISL PowerPoint Presentation</i>	18 - 33
9. ADMINISTRATIVE SERVICES / FINANCE	1:30 PM - 5:30 PM
9.2. <u>Discussion / Decision Items</u>	
9.2.4. 2022/23 Budget Recommendation to Trust Council	
9.2.4.6. <i>Trustee Brent Alternative 2022/23 Budget received March 9, 2022</i>	34 - 36
13. 2022/23 BUDGET APPROVAL	11:15 AM - 11:30 AM
13.1. <u>Financial Plan Bylaw No. 185 - RFD</u>	
13.1.1. <i>5-Year Financial Plan Bylaw - received March 10, 2022</i>	37 - 39
17. CORRESPONDENCE	
17.8. <u>M. Welman re: letter to Trust Council email dated February 19, 2022</u>	40 - 41
17.9. <u>F. Attorp correspondence dated February 23 and March 2, 2022</u>	42 - 46
17.10. <u>T. Law letter to Trust Council dated February 28, 2022</u>	47 - 55
17.11. <u>K.Peszel re: Budget increase by Financial Committee email dated February 18, 2022</u>	56 - 56
17.12. <u>J. Green re: Approval of the Budget by Financial Committee email dated February 19, 2022</u>	57 - 58



ISLANDS TRUST GOVERNANCE REPORT

MARCH 8, 2022



Introduction

- The **cooperation, participation, and candour** of **Trustees** and **senior staff** was essential.
- The interviews with each of the 26 Trustees - lasting 90 minutes or more - together with the review of documentation, and truly useful discussions with many Islands Trust staff members, was well worth the time-consuming, labour-intensive effort.

Overview

- There are **fundamental governance** issues that need to be addressed for Trust Council to effectively set direction and provide oversight.
- The **complexities** inherent in the Trust's **federated system**, the challenges in fulfilling its Preserve and Protect mandate, and the need to **adapt** and **respond** to dramatic changes in environmental, social, and economic circumstances, all demand a **high-performing governance** structure.
- Governance issues are **systemic**, and they need to be considered in a **holistic** way.
- While the report **identifies** areas to be **addressed**, and suggests **remedies**, the recommendations are based on the **important principle** that the specific solutions to the governance challenges can only be **devised** and **implemented** by the Trustees themselves with staff support and outside expertise.

Overview (cont'd)

- Moreover, the report strongly recommends **tackling the fundamental issues of governance** BEFORE addressing other issues which, while certainly needing attention, can only be properly tackled once there is an effective governance system in place to ensure appropriate engagement of Trustees, sound **decision making and evaluation of outcomes**.

Leadership

- **Leadership** of Trust Council is **collective**, and requires the **active involvement** of **all** Trustees – overall engagement of all Trustees is key.
- Still, key positions on Council are very important, and **reform of the process** by which individuals are **selected** for these positions should be an early priority. The need for the thoughtful and informed engagement of all Trustees in the selection process has been clearly signalled by Trustees themselves. This is crucial to **ensure legitimacy and trust**; it can prevent the development of “in” and “out” factions on Council.

Trust Council

- Trust Council must become a **deliberative body** focussed on the exchange of ideas and the development of consensus, rather than a **transactional body** endorsing proposals put before it.
- Council is also unduly encumbered by **procedure**, not focussed on **outcomes**. Changes are needed in the agenda-setting for meetings of Council, the organization of the meetings themselves, and the briefing material provided.

Committees of Council

- Given the large size of Trust Council and its relatively infrequent meetings, **committees** must be the **real workhorses** of Council.
- Committee **mandates** should be more focussed, the **number of committees should increase**, the use of sub-committees should be more common, and **outside experts** should be enlisted to sit on Committees.
- Trust Council should **approve all** committee appointments, and **all** Trustees should participate in committees.
- A **Governance Committee** is essential to begin this process of reform.

Secretary to Council

- The Secretary is prescribed by law as an officer of the Council, appointed by Council.
- This officer should **support and advise the Council in collaboration** with the Chief Administrative Officer and other senior staff of the Trust, but should **report to Trust Council through the Chair**.
- The **nature** of the Secretary's duties requires **independence** from Trust staff. Council should rely on the Secretary for advice and guidance in the course of its work, to ensure the appropriate flow of **information for decision-making**, to liaise between Trustees, to ensure Trustee compliance with proper procedure, to **coordinate among Trustees** to improve the **efficiency of Council's** operations and enhance its decision-making.
- The Secretary should be an **independent source** of assistance and advice for all Trustees.

Strategic Planning

- A comprehensive plan - usually referred to as a **corporate plan** or a business plan - covering a **three- to five-year time horizon** and renewed annually, is generally accepted as the single most **powerful** means by which a governing board can set the organization's direction and hold itself and management accountable for **achieving results**. The Plan must have both **strategic** and **financial** components, setting out objectives and initiatives, establishing priorities, allocating resources, and setting measurable **performance targets**.

Strategic Planning (cont'd)

- Islands Trust has **many of the components** of a corporate plan, but they are **not integrated** into a single, **unified process** and document that allows for optimal decision-making, taking account of the relative value of various initiatives and reconciling them against scarce resources and outcomes.
- **Advocacy** would be part of a larger communications and engagement strategy included in the corporate plan. The strategy would be designed to support the key initiatives set out in the plan, focussing especially on **stakeholder relations**, particularly Trust Area residents and the many offices and agencies of interest within the government of British Columbia.

Local Planning Services

- Local Planning Services
 - Before implementing recommendations regarding Local Planning Services, it will be important to first address the governance issues and await the completion of the Policy Statement review process.

Local Planning Services (cont'd)

- Local Planning Services
 - The most significant LPS findings in the context of a high-level governance and management review are:
 - undertake a comprehensive analysis of the Trust Area's capacity to sustain current population and activity, and its ability to accommodate more growth and development, especially in light of climate change, limited water supply, threats to ecosystems, and cost of public services.
 - reduce the number of OCPs to 14, and begin updating them as soon as possible.

Local Planning Services (cont'd)

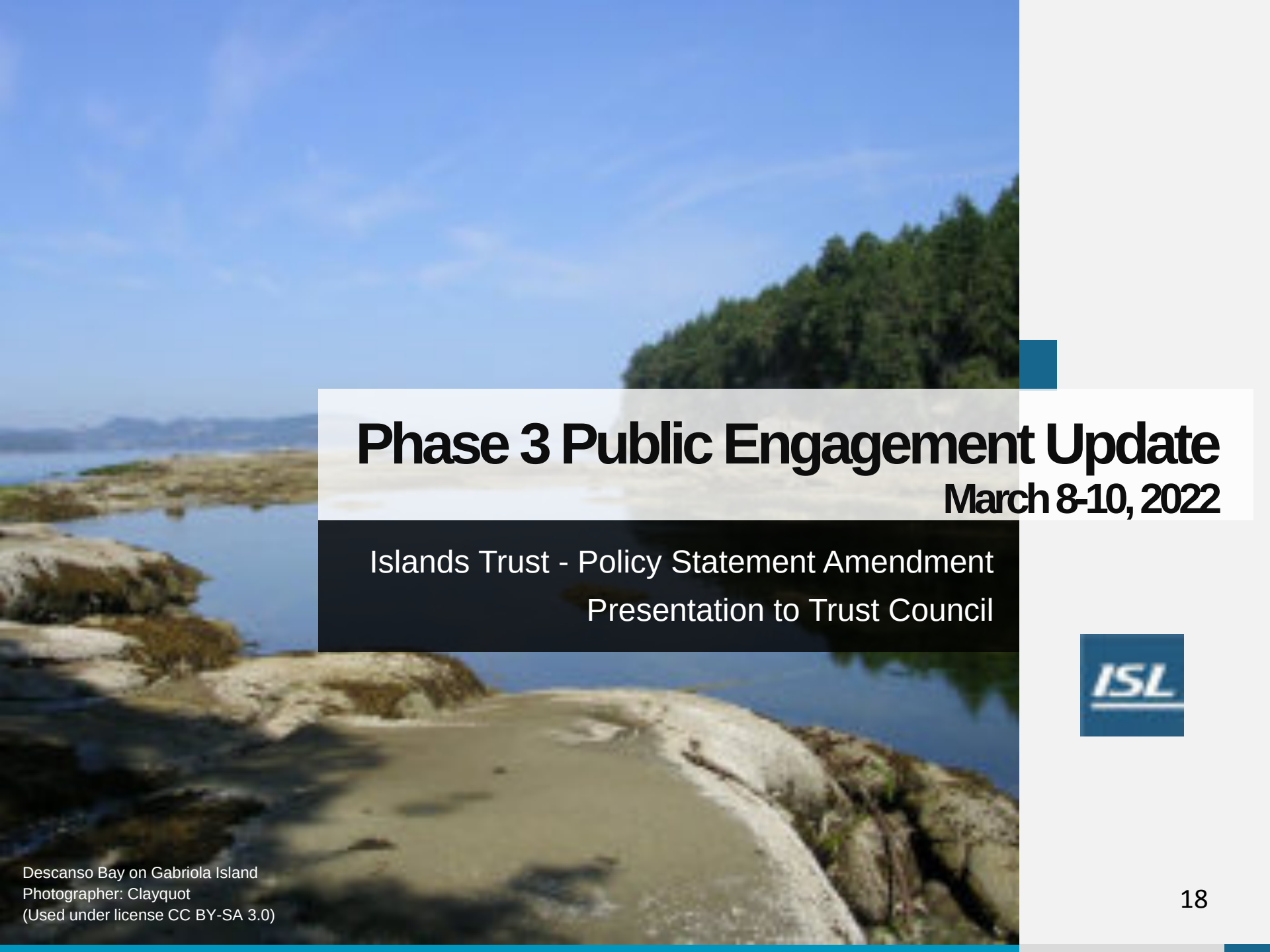
- The most significant LPS findings in the context of a high-level governance and management review are (cont'd):
 - LTA land use plans should give greater recognition the the inter-connected and inter-dependent reality of the Trust Area. The Northern, Southern, and Salt Spring land use planning teams should emphasize coordination and practice-sharing.
 - LTC projects should be integrated into a larger Trust-wide planning process, to ensure workloads are manageable, approval criteria is the same, and resources are equitably distributed.
 - greater cost recovery for land use applications should be implemented.

Managing the Transition: A Modern Approach to Governance

- The establishment of a **Governance Committee** of Trust Council to consider governance recommendations and to propose a road map for implementation is crucial. The Secretary to Council would be a key resource for this committee, and for implementation generally, underscoring the need for this position's independence.
- A **management review** should be undertaken to **ensure alignment** between Trust Council's approach to governance and the role of **management** in supporting Council.
- The review would also identify measures needed to ensure that any cost increases resulting from implementation of recommendations were offset by corresponding cost savings, some of which are inherent in the recommendations themselves.
- Implementing the recommendation should be view as cost neutral.

Managing the Transition: A Modern Approach to Governance (cont'd)

- Engagement by **Trustees** with **provincial government** influencers and decision-makers to ensure alignment with provincial priorities and objectives will also be **essential**.
- Governance **reform** is the responsibility of **all Trustees**, as is the task of addressing the many challenges the Trust faces as it confronts the future. This calls for full participation and the development of a sense of unity and common purpose among Trustees.



Phase 3 Public Engagement Update

March 8-10, 2022

Islands Trust - Policy Statement Amendment
Presentation to Trust Council



Territorial Acknowledgement

The Islands Trust Area is located within the treaty lands and territories of the BOKÉĆEN, Cowichan Tribes, K'ómoks, Lək'wəŋən, Lyackson, MÁLEXEŁ, Qualicum, scə́wəθən məsteyəxʷ, Scia'new, sə́lilwətaʔt, SEMYOME, shíshálh, Skw̓xwú7mesh, Snaw-naw-as, Snuneymuxw, Spune'luxutth, SḐÁUTW, Stz'uminus, ɬəʔəmen, toq qaymıxʷ, Ts'uubaa-asatx, Wei Wai Kum, We Wai Kai, WJOŁEŁP, WSIKEM, Xeláltxw, Xwémalhkwu/ʔop qaymıxʷ, and xʷməθkʷəy̓əm.

Descanso Bay on Gabriola Island
Photographer: Clayquot
(Used under license CC BY-SA 3.0)

Public Engagement Plan Update

Policy Statement Amendment

- Where We've Been
 - Draft engagement plan Jan 12
 - Updated timeline
- Where We're At
 - Updated Phase 3 Schedule
 - Virtual Engagement
- Where We're Going
 - In-Person LTA event schedule
 - Community discussion guide
 - Next steps



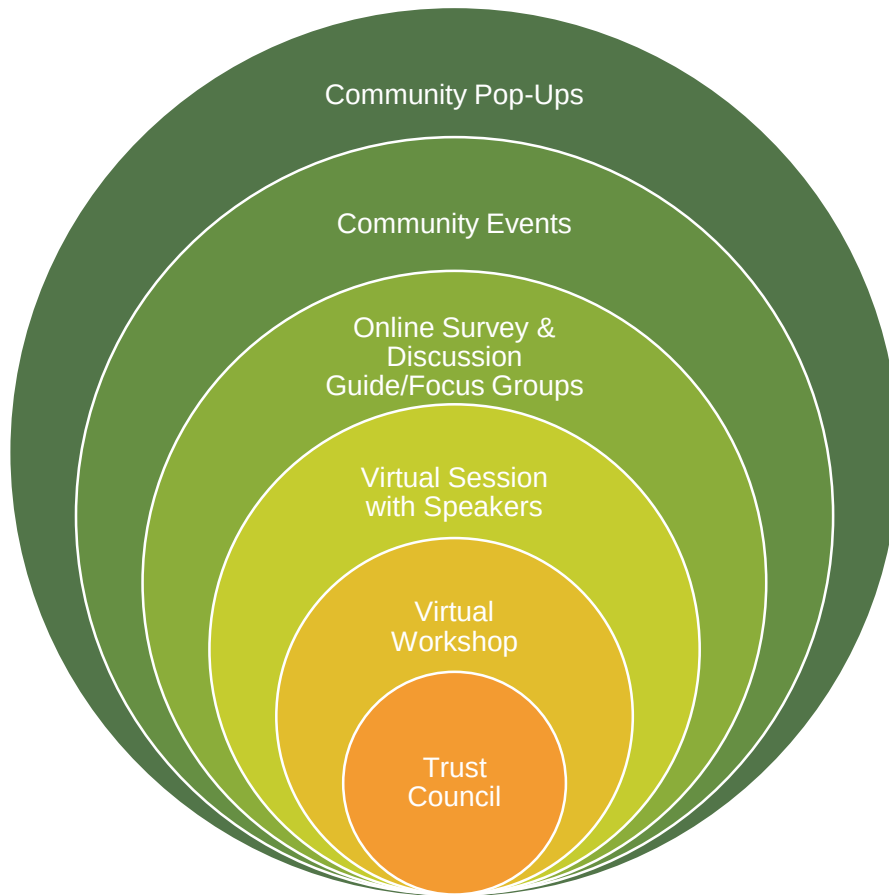
Where We've Been

Draft engagement plan Jan 12
Updated timeline

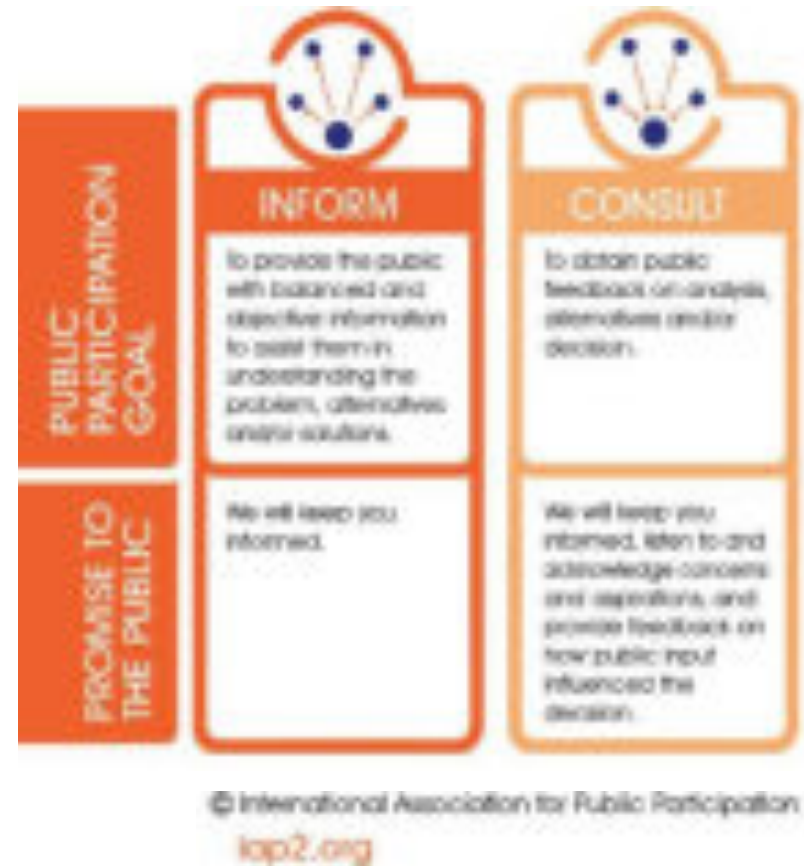
Draft Engagement Plan

PRESENTED TO EXECUTIVE COMMITTEE JANUARY 12

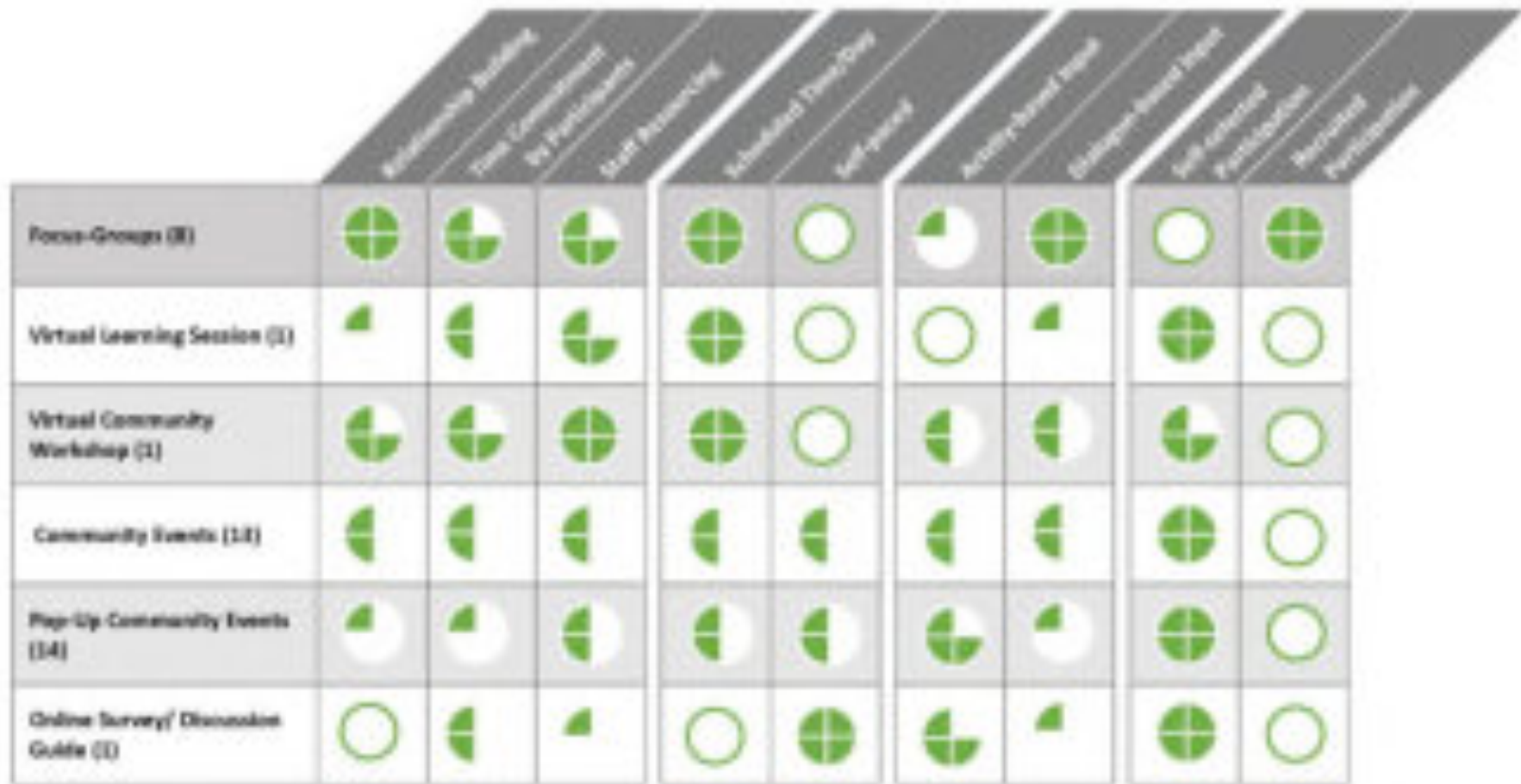
Engagement Approach



Level of Engagement – IAP2

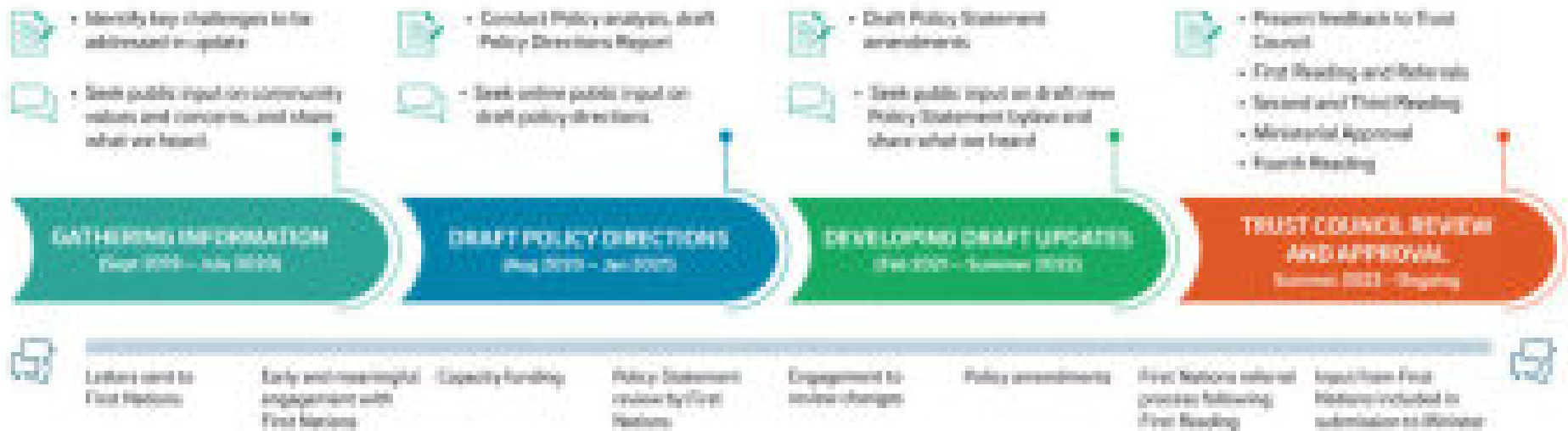


Engagement Techniques PRESENTED TO EXECUTIVE COMMITTEE JANUARY 12



By employing multiple types of input opportunities as part of a single plan you can best leverage the strengths of any one engagement technique into a holistic understanding of community input.

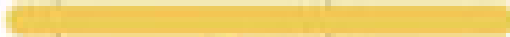
Updated Project Timeline



Where We're At

Updated Phase 3 Schedule
Phase 3 Virtual Engagement
Phase 3 LTA Engagement

Phase 3 Engagement Schedule

Task	February	March	April	May
Progress Updates Progress Updates to Trust Council/Committees				
Put Plan into Action Virtual Session with Live Q&A (1) Online Survey Virtual Community Workshop Virtual Focus Groups (8) Community Events (13) & Pop-Ups (14)		    		
Reporting Engagement Summary Report				

Phase 3 Virtual Engagement

Virtual Focus Groups (by invitation)

March 2022	Outreach by e-mail with questionnaire
28-Mar to 7-Apr-2022	Conduct focus groups (8)

Virtual Community-wide Sessions (by registration)

01-Mar-2022	Live Q&A Session (6:00 – 8:00 PM)
22-Mar-2022	Community Workshop Part 1 (6:00-8:30 PM)
29-Mar-2022 (changed from March 15)	Community Workshop Part 2 (6:00-8:30 PM)

Online Survey

25-Feb-2022	Launch survey
17-Apr-2022	Survey closes

Phase 3 LTA Engagement

Bowen Island in-person events

- Sunday, March 27, 2022 11:00 a.m. to 3:00 p.m.
- Sunday, March 27, 2022 6:30 to 8:30 p.m.

Denman Island in-person events

- Friday, March 18, 2022 10:30 a.m. to 2:30 p.m.
- Saturday, March 19, 2022 6:00 to 8:00 p.m.

Gabriola Island in-person events

- Tuesday, April 5, 2022 10:30 a.m. to 2:30 p.m.
- Tuesday, April 5, 2022 6:00 to 8:00 p.m.

Galiano Island in-person events

- Tuesday, April 12, 2022 10:00 a.m. to 2:00 p.m.
- Tuesday, April 12, 2022 5:30 to 7:30 p.m.

Hornby Island in-person events

- Friday, March 18, 2022 7:00 to 9:00 p.m.
- Saturday March 19, 2022 9:00 a.m. to 1:00 p.m.

Lasqueti Island in-person events

- Monday, April 4, 2022 11:30 a.m. to 3:30 p.m.

Mayne Island in-person events

- Monday, April 11, 2022 10:00 a.m. to 2:00 p.m.
- Monday, April 11, 2022 6:00 to 8:00 p.m.

North Pender Island in-person events

- Tuesday, April 12, 2022 10:30 a.m. to 2:30 p.m.
- Tuesday, April 12, 2022 6:00 to 8:00 p.m.

Salt Spring Island in-person events

- Saturday, April 2, 2022 12:00 to 4:00 p.m.
- Sunday, April 3, 2022 1:00 to 3:00 p.m.
- Saturday, April 9, 2022 9:00 a.m. to 4:00 p.m.
- Sunday April 10, 2022 5:30 p.m. to 8:00 p.m.

Saturna Island in-person events

- Monday, April 11, 2022 11:30 a.m. to 3:30 p.m.
- Monday, April 11, 2022 6:00 to 8:00 p.m.

South Pender Island in-person events

- Wednesday, April 13, 2022 9:45 a.m. to 1:45 p.m.

Thetis Island in-person events

- Sunday, March 20, 2022 11:30 a.m. to 3:30 p.m.
- Sunday, March 20, 2022 6:30 to 8:30 p.m.

Gambier Island (virtual)

- Tuesday, March 28, 2022 6:30 to 8:30 p.m.

Where We're Going

In-Person LTA events
Community discussion guide
Next steps

In-Person Event Schedule & Community Discussion Guide

In-Person LTA Events

- **Finalizing bookings**
 - 18-Mar-2022: Schedule of in-person events begins
 - 13-Apr-2022: Concludes schedule of in-person events
- **Pop-Ups**
 - Temporary, staffed displays held at existing fairs/events or central locations such as ferry terminals or outside grocery stores
 - Project information, availability of project team members, opportunity to provide feedback
- **Community Events**
 - Drop-in style, dedicated venue, date and time
 - Project information, availability of project team members, opportunity to provide feedback

Discussion Guide

- **Coordinating Distribution/Collection Logistics**
 - We are reaching out to libraries, public offices, and others who may be able to host a pick-up/drop-off spot for these hard copy versions of the online survey

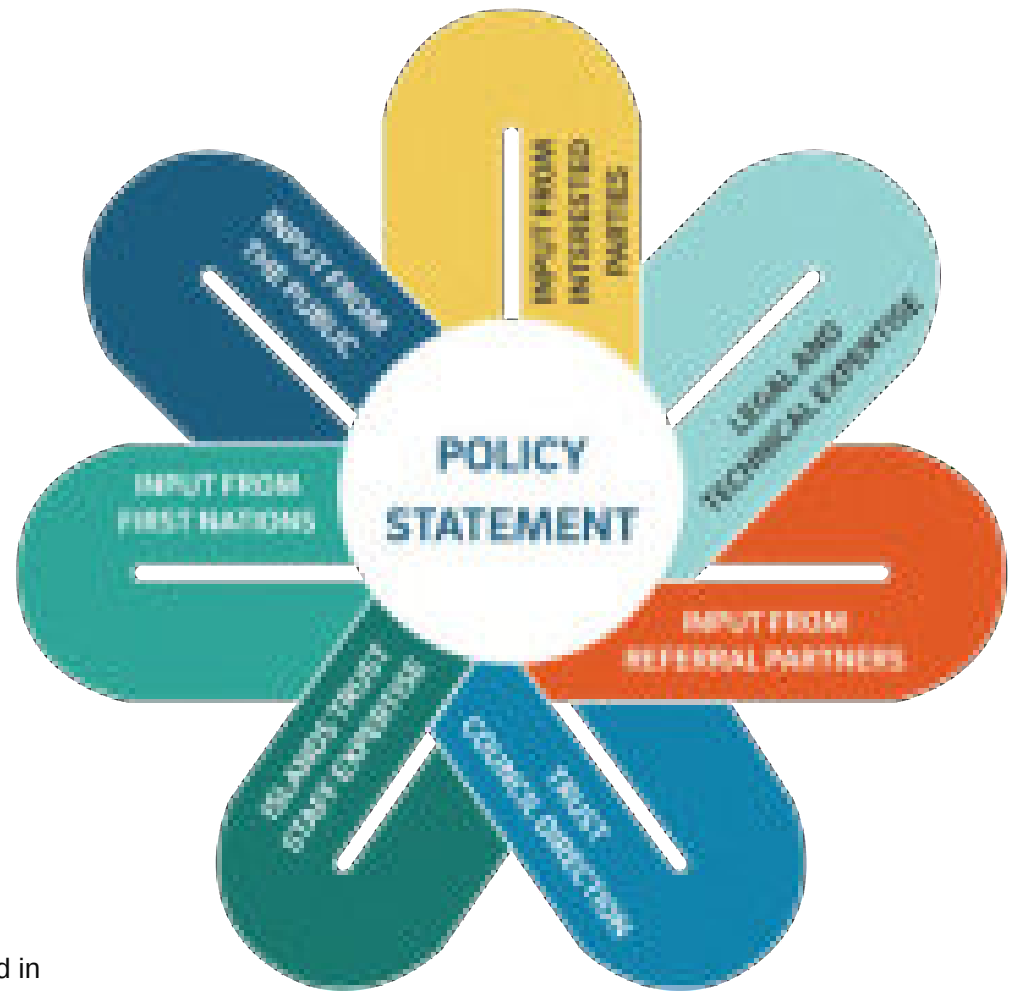


Created by Annette Spillman
with the team

Evaluation, Monitoring, and Reporting

Evaluation and Monitoring

- **Evaluation by Participants**
 - Event questionnaires
 - Online feedback and commenting
- **Evaluation by Facilitators**
 - Post-event/session verbal debriefs
- **Evaluation by the Project Team**
 - Post-event/session verbal debriefs
 - End-of-project Lessons Learned Session



Reporting

- **Final Engagement Plan Report**
 - Includes:
 - Describes engagement activities
 - Key feedback themes
 - Verbatim public input
 - Summary of correspondence and delegations received in late 2021 and early 2022

Next Steps

Engagement Strategy Development

- Completed

Engagement Planning

- Completed

Detailed Event/Activity Plans + Materials Production

- Completed

Conduct Engagement Activities

- February to April 2022

Reporting

- May 2022

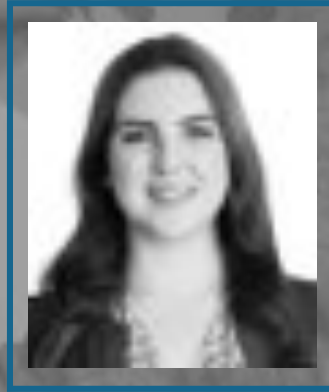

We are here



Kirsty Neill
Project Manager



Courtney Laurence
Engagement Advisor



Ashlene Harvey
Engagement Coordinator

Thank you!

-----Original Message-----

From: Paul Brent <pbrent@islandstrust.bc.ca>

Sent: Wednesday, March 9, 2022 1:39 PM

To: Trustees <Trustees@islandstrust.bc.ca>

Cc: Julia Mobbs <jmobbs@islandstrust.bc.ca>

Subject: Alternative 2022/2023 budget

Hi Trustees and Director Mobbs,

Please find attached an alternative budget proposal for consideration this afternoon.

Cheers

Paul

Islands Trust Alternative 2022/2023 Proposed Budget
For March 9, 2022 Trust Council Presentation

0.95%

0.90%

0.85%

0.80%

Governance
Committee
Revenue revised
Other

5% reduction

10% reduction

15% reduction

20% reduction

remove/defer

Current Grants 2021/2022 fiscal	745,798
Proposed Budget Grant Revenue	768,500
Difference	22,702

		(0)	(0)	(0)		
		2021/22	2022/23		2022/23	2022/23
		BUDGET	2021/22 as of Q3 Forecast	Draft BUDGET	Alternative Draft Budget	Reductions from Revised Draft Budget
REVENUE						
40300	Fees & Sales	120,000	120,000	311,440	264,724	46,716
45000	Provincial Grant - Unrestricted	180,000	180,000	180,000	180,000	-
	Provincial Grant - LG Development Applications	-	-	367,000	367,000	-
	Provincial Grant - Restricted (HWI)	156,000	245,000	-	-	-
	Provincial Grant - Restricted (ITC Conserv. Stimulus)	22,000	61,750	-	-	-
	Federal Grant - Restricted (ITC SAR)	205,000	243,748	213,500	213,500	-
49001	Contingent Grants - Projects	8,000	15,300	8,000	8,000	-
46000	Property Tax Levy - LTA	7,079,770	7,079,771	7,079,770	7,079,770	-
3.02%	Property Tax Levy - LTA General Increase			213,809	141,114	72,695 1/3rd reduction
1.25%	Property Tax Levy - LTA NMC Increase			88,497	88,497	-
	Special Tax Requisition - SSI LTA (SSIWPA)	75,500	75,500	75,500	75,500	-
	Property Tax Levy - Bowen	311,188	311,188	311,188	205,384	105,804 1/3rd reduction - will need Bowen formula applied
3.52%	Property Tax Levy - Bowen General Increase			10,950	10,950	-
0.95%	Property Tax Levy - NMC Increase			2,956	2,956	-
48000	Interest Income	60,000	14,451	20,000	20,000	-
49000	Other Income	0	2,231	0	0	-
47000	Transfer from General Revenue Surplus Fund	373,660	348,797	378,700	0	378,700
47000	Transfer from LTC Specific Reserve Fund	204,000	146,685	179,500	143,600	35,900
	Transfer from SSIWPA Reserve Fund	80,000	20,000	68,400	68,400	-
Total Revenue		8,875,119	8,864,420	9,509,211	8,869,396	639,815
EXPENSES						
50900	Amortization	218,000	193,115	172,000	172,000	-
50950	Applications sponsored by EC	5,000	5,500	5,000	4,000	1,000
new	NAPTEP Applications sponsored by EC	-	-	1,000	1,000	-
50960	History and Heritage Funding Grants-in-Aid	5,000	5,000	5,000	4,000	1,000
51000	Audit	20,000	20,000	20,000	20,000	-
51500	Bank Charges & Interest	4,000	4,000	4,000	4,000	-
52500	Board of Variance	1,100	800	1,200	1,200	-
53500	Carbon Offset Purchases	-	-	-	-	-
54000	Committee Meeting Expense - FPC	-	14	1,000	800	200
54100	Committee Meeting Expense - RPC	-	-	1,000	800	200
54200	Committee Meeting Expense - TPC	1,000	-	1,000	800	200
54300	Cultural Working Group	-	-	-	-	-
54500	Communications and ITC Fundraising	49,000	53,650	69,780	66,291	3,489
54580	FN Protocol Funds	-	417	-	-	-
55105	SW Support and Licensing	103,900	82,383	85,000	80,750	4,250
55200	Internet	48,000	48,000	47,800	47,800	-
55500	Technical Support	88,000	91,430	99,700	94,715	4,985
56000	Contingency	5,000	5,000	13,000	-	13,000
56500	Contract Services	45,000	63,409	148,000	140,600	7,400
57000	Elections - General	-	-	141,000	141,000	-
57050	Elections - By-elections	-	-	-	-	-
60000	Insurance	185,000	174,093	192,000	192,000	-
61100	ITC - Board Honoraria	6,200	6,200	6,600	6,600	-
61200	ITC - Board Meeting Expense	6,925	2,000	1,500	1,425	75
61210	ITC - Board Training & Conferences	2,000	300	2,000	1,600	400
61300	ITC - Property Management	124,810	165,000	137,780	137,780	-
61500	ITC - Conservation Planning & Land Securement	30,000	20,000	29,500	26,550	2,950
61600	ITC - Ecosystem Mapping	20,000	5,000	20,000	18,000	2,000
62000	Land Title Registrations	4,500	5,407	-	-	-
63000	Legal - general	90,029	108,000	90,029	85,527	4,501
63100	Legal - bylaw enforcement litigation	85,048	83,000	85,048	80,796	4,252
63200	Legal - litigation defence	90,050	49,000	90,050	85,548	4,501
65000	LTC "Trustee Expenses"	5,000	2,620	5,000	4,500	500
65050	LTC "Executive Expense on LTC's"	12,000	8,000	12,000	10,800	1,200
65200	LTC Meeting Expenses	36,000	29,784	36,000	32,400	3,600
65210	LTC Local Exp APC Meeting Expenses	5,400	7,257	5,400	4,860	540
65220	LTC Local Exp Communications	5,000	5,800	5,000	4,500	500
65230	LTC Local Exp Special Projects	5,000	40	5,000	4,750	250
67000	Meeting Expense	59,000	55,417	66,600	56,610	9,990
67500	Memberships	15,210	14,839	13,900	13,900	-
68100	Notices - Statutory & Non-Statutory	21,000	10,810	21,000	17,850	3,150
69000	Office - Lease costs	388,700	402,369	406,500	386,175	20,325
69005	Office - outside services	58,900	58,900	61,200	58,140	3,060
70000	Postage, Courier & Delivery	10,100	9,200	10,100	9,595	505
74000	Recruitment	6,000	6,000	6,000	6,000	-
74900	Safety	5,000	5,000	5,000	5,000	-
75100	Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	2,242,986	5,270,922	2,296,921	2,182,074	5,349,952
75110	Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	569,718	-	583,418	554,247	-
76100	Sal & Ben - Salaries - Planners & RPMs	1,417,357	-	1,456,311	1,383,496	-
76110	Sal & Ben - Benefits - Planners & RPMs	360,009	-	369,903	351,408	-
77100	Sal & Ben - Salaries - Planning Support	466,087	-	448,557	426,130	-
77110	Sal & Ben - Benefits - Planning Support	118,386	-	113,934	108,237	-
78100	Sal & Ben - Salaries - Bylaw	278,803	-	289,063	274,609	-
78110	Sal & Ben - Benefits - Bylaw	70,816	-	73,422	69,751	-
79000	Stationery & Supplies	34,200	22,500	33,000	31,350	1,650
79500	Subscriptions	6,500	6,360	7,400	6,660	740
80100	Telephone	11,500	12,715	12,100	12,100	-
80300	Mobile Devices	24,100	16,314	16,490	16,490	-
81100	Training - Organization-wide	3,000	1,866	5,000	4,250	750
81200	Training - staff recognition & meetings	4,000	3,003	16,000	13,600	2,400
81300	Training & Conferences	33,500	21,712	43,425	39,083	4,343
81305	Travel for Training	17,835	2,387	16,035	13,630	2,405
82300	Travel	59,072	37,579	57,129	45,703	11,426
84100	Trustee Remuneration	522,180	522,178	554,425	540,000	14,425 Meeting \$'s gone
84110	Trustee Remuneration - CPP Expense	18,898	18,898	20,176	20,176	-
84120	Trustee Remuneration - Health/Dental benefits	37,598	37,600	40,884	40,884	-
84130	Trustee Remuneration - MSP Benefits	-	-	-	-	-
84140	Trustee Remuneration - Pay in Lieu of benefits	1,000	1,000	1,000	1,000	-
84150	Trustee Remuneration - Employer Health Tax	10,202	10,202	10,831	10,831	-
84500	Trustee Remuneration - Executive on LTCs	-	-	-	-	-

Islands Trust Alternative 2022/2023 Proposed Budget
For March 9, 2022 Trust Council Presentation

0.95

0.90

0.85

0.80

Governance
Committee
Revenue revised
Other

5% reduction

10% reduction

15% reduction

20% reduction

remove/defer

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		(0)	0	(0)		
		2021/22	2022/23		2022/23	2022/23
		BUDGET	2021/22 as of Q3 Forecast	Draft BUDGET	Alternative Draft Budget	Reductions from Revised Draft Budget
Operating Budget Subtotal		8,178,019	7,791,988	8,594,111	8,176,371	-
PROJECTS						
LTA Projects:						
73001	LTC Projects, partially funded by LTC reserve fund	204,000	146,685	179,500	143,600	35,900 SSI CDF + LTC \$3,900
	LTC Projects Funded by Approved Grants (590) - HWI	45,000	-	-	-	-
	LTC Projects Funded by Contingent Grants (590)	8,000	-	8,000	8,000	-
	LTC Projects funded by Special Requisition Surplus Fund	80,000	20,000	68,400	68,400	-
	LTA Work Funded by Special requisition (SWIPPA)	75,500	62,350	75,500	75,500	-
73001-A	Strategic Plan Projects					
	Reconciliation Action Plan implementation	17,000	15,000	17,000	16,150	850
	Policy Statement amendment	29,400	115,450	55,000	52,250	2,750
	NAPTEP Regulation Exemption analysis			-	-	-
	Website Design/Functionality updates	7,000	21,198	15,000	15,000	-
	Model Bylaws for Housing Options	10,000	-	10,000	10,000	-
	Groundwater Recharge Mapping	50,000	13,200	86,800	-	86,800
	Freshwater Sustainability Strategy	91,000	150,000	6,000	6,000	-
	Heritage Overlay Mapping	55,000	55,000	74,000	-	74,000
	Climate Change Indicators	25,000	-	-	-	-
	Stewardship Education Program	24,000	20,000	17,500	17,500	-
	Governance Management and Operations Review	75,000	75,000	15,000	15,000	(15,000)
	Eelgrass Mapping	50,000	53,928	-	-	-
	Coastal Douglas Fir Mapping and Bylaws	5,000	-	-	-	-
	Broadcast Public Meetings	19,000	15,000	-	-	-
	Secretariat Services	12,000	13,000	15,000	13,500	1,500
	Prior year Strategic Plan Projects			-	-	-
73001-B	Operational Projects					
	LG Development Approvals Program: LPS			367,000	367,000	-
	LG Development Approvals Program: BE			-	-	-
	LG Development Approvals Program: ITC			-	-	-
*	Electronic Documents Management			6,500	6,500	-
	Prior year projects	-		-	-	-
Projects Total		881,900	775,811	1,001,200	814,400	186,800
Total Operating + Projects Expenditures		9,059,919	8,567,799	9,595,311	8,990,771	604,541
CAPITAL						
55100	Computer H/W & S/W	29,200	82,434	67,000	63,650	3,350
	Computer HW for new trustees	-	-	14,900	-	14,900
69100	Office- Equipment & Furniture	4,000	4,000	4,000	3,200	800
69500	Office- Renovations			-	-	-
Total Capital Spending		33,200	86,434	85,900	66,850	19,050
Total Operating, Projects, Capital Budget		9,093,119	8,654,233	9,681,211	9,057,621	623,591
Net Surplus (Shortfall)		(218,000)	210,188	(172,000)		
Add non-cash item - amortization		218,000		172,000		
Surplus (deficit)		(0)	210,188	(0)		

ISLANDS TRUST
TRUST COUNCIL MEETING, MARCH 10, 2022
BUDGET INFORMATION

A motion put forward to Trust Council at their meeting on March 9, 2022 contemplates a revised draft budget that is equal to the approved 2021/22 budget. The following information may be useful in exploring the revised budget proposed by Trustee Brent that seeks to achieve that end:

The approved 2021/22 budget totals	\$9,093,119
The revised budget proposed by Trustee Brent totals	\$9,057,621 (lower than 2021/22)
The revised budget updated for staff comments totals	\$9,282,736, (\$189,617 higher than the approved 2021/22 budget)

*The \$189,617 increase over the 2021/22 budget may be agreeable based on the following:*

The value of grants included in the approved 2021/22 budget	\$ 571,000
vs. The value of grants incl in the revised budget updated for staff comments	\$ 768,500
Therefore the increase in the 2022/23 budget from <i>new</i> grant monies =	\$ 197,500

As such, \$197,500 is new spending not paid for by Islands Trust, thus an increase of \$189,617 in the revised budget updated for staff comments may be palatable.

ISLANDS TRUST
SUMMARY OF CHANGES

TOP 10 CHANGES				
ITEM	FPC	STAFF	FPC VS STAFF	Notes
1 Salaries	\$ 5,631,528	\$ 5,461,528	\$ (170,000)	
2 Contingency	\$ 13,000	\$ -	\$ (13,000)	
3 Legal - general	\$ 90,029	\$ 48,784	\$ (41,245)	
4 Office - Lease costs	\$ 406,500	\$ 386,500	\$ (20,000)	
5 Office - outside services	\$ 61,200	\$ 59,000	\$ (2,200)	
6 LTC Projects, partially funded by LTC reserve fund	\$ 179,500	\$ 143,600	\$ (35,900)	
7 LTC Projects Funded by Contingent Grants (590)	\$ 8,000	\$ 1	\$ (7,999)	
8 LTA Work Funded by Special requisition (SWIPPA)	\$ 75,500	\$ 60,000	\$ (15,500)	
9 Model Bylaws for Housing Options	\$ 10,000	\$ -	\$ (10,000)	
10 Governance Management and Operations Review	\$ -	\$ 15,000	\$ 15,000	POLITIAL DIRECTION REQUIRED
TOTAL IMPACT OF TOP 10 ITEMS			\$ (300,844)	
PROJECTS CHANGES				
LTC PROJECTS				
Allowance for unknown projects	\$ 26,000	\$ 22,100	\$ (3,900)	
HO OCP Amendment Review	15,000	15,000	\$ -	
GAB Housing project	-	-	\$ -	
GM OCP	17,000	17,000	\$ -	
DE OCP and LUB Housing and ST Rentals Review	13,500	13,500	\$ -	
SSI Protection CDF Zone and Assoc. Ecosystems	32,000	13,500	\$ (18,500)	
SSI Ganges Village (phase 2)	51,000	51,000	\$ -	
SSI Housing Action Program (phase 2)	25,000	25,000	\$ -	
Strategic projects				
Reconciliation Action Plan implementation	\$ 17,000	\$ 12,000	\$ (5,000)	
Policy Statement amendment	\$ 55,000	\$ 55,000	\$ -	
NAPTEP Regulation Exemption analysis	\$ -	\$ -	\$ -	
Website Design/Functionality updates	\$ 15,000	\$ 15,000	\$ -	
Model Bylaws for Housing Options	\$ 10,000	\$ -	\$ (10,000)	
Groundwater Recharge Mapping	\$ 86,800	\$ 86,800	\$ -	
Freshwater Sustainability Strategy	\$ 6,000	\$ -	\$ (6,000)	
Heritage Overlay Mapping	\$ 74,000	\$ 74,000	\$ -	
Climate Change Indicators	\$ -	\$ -	\$ -	
Stewardship Education Program	\$ 17,500	\$ 13,000	\$ (4,500)	
Governance Management and Operations Review	\$ -	\$ 15,000	\$ 15,000	
Eelgrass Mapping	\$ -	\$ -	\$ -	
Coastal Douglas Fir Mapping and Bylaws	\$ -	\$ -	\$ -	
Broadcast Public Meetings	\$ -	\$ -	\$ -	
Secretariat Services	\$ 15,000	\$ -	\$ (15,000)	
Operational Projects				
LG Development Approvals Program: LPS	\$ 367,000	\$ 367,000	\$ -	
Electronic Documents Management	\$ 6,500	\$ 6,500	\$ -	

ISLANDS TRUST

Five Year Financial Plan

2022/23 - 2026/27

	<i>Tax increase</i>	<i>election year</i>			<i>election year</i>	
		2.00%	3.77%	2.92%	0.35%	0.86%
Revenue		2022/23	2023/24	2024/25	2025/26	2026/27
Fees and Sales		264,724	264,724	270,018	275,419	280,927
Provincial Grant - unrestricted		180,000	180,000	180,000	180,000	180,000
Provincial Grant - restricted		367,000	-	-	-	-
Federal Grant - restricted		213,500	213,500	-	-	-
Other Grants		1	1	1	1	1
<u>Property Tax Revenue:</u>						
Property Tax Levy prior year		7,079,770	7,309,863	7,658,543	7,958,758	8,066,201
Non-market Growth Current Year		88,497	73,099	76,585	79,588	-
Increased Taxes in Current Year		141,595	275,582	223,629	27,856	69,369
Property Tax Revenue subtotal		7,309,863	7,658,543	7,958,758	8,066,201	8,135,570
Transfer from GRSF - for Elections		141,000	-	-	-	-
Transfer from GFSF - for Projects/General		42,500	28,000	-	-	-
Transfer from LTC Specific Reserve Fund		143,600	125,000	60,000	-	-
Transfer from Special Requisition Reserve Fund		68,400	-	-	-	-
Property Tax Levy - Bowen		323,769	323,415	341,212	345,836	324,690
Special Levy - LTCs		60,000	-	-	-	-
Interest Income		20,000	30,000	30,000	30,000	30,000
Other Income		-	-	-	-	-
Revenue Total		9,134,357	8,823,183	8,839,989	8,897,457	8,951,189
Expenditures						
Trust Council (no Admin or Projects)		1,028,355	905,102	922,636	941,089	959,911
Local Planning (no Admin or Projects)		4,359,131	4,420,511	4,507,916	4,600,483	4,691,514
Islands Trust Conservancy (no Admin or Projects)		902,733	920,788	734,203	748,887	763,865
Administration (no projects)		2,090,836	2,132,653	2,175,306	2,118,812	2,161,188
Projects - Trust Council		110,000	37,200	112,200	114,444	116,733
Projects & OCP - LPS		676,401	539,929	550,728	461,742	370,977
Projects - ITC		-	-	-	-	-
Projects - Administration		6,500	35,000	5,000	5,000	5,000
Projects - Funded by Special Levies and Special levy surplus		128,400	-	-	-	-
Projects - Funded by Grants + Other income		-	-	-	-	-
Contribution to Surplus Funds		-	-	-	25,000	-
Expenditure Total		9,302,357	8,991,183	9,007,989	9,015,457	9,069,188
Less non-cash items - Amortization		(168,000)	(168,000)	(168,000)	(118,000)	(118,000)
Total Cash Requirement		9,134,357	8,823,183	8,839,989	8,897,457	8,951,188

From: Welman Communications <[REDACTED]>
Sent: Saturday, February 19, 2022 12:19 PM
To: Lori Foster
Cc: Laura Patrick; Peter Grove
Subject: Letter to Trust Council re March 8 Agenda

Follow Up Flag: Follow up
Flag Status: Flagged

Re: Great Northern Management Report on Islands Trust Governance Review
March 8, Trust Council Meeting Agen

Dear Trustees;
I have reviewed the consultant's report and wish to comment on:

Recommendation #12:

A communications and engagement function should be established to replace the current advocacy function.

A communications and engagement strategy should be developed as part of the annual corporate plan, and in support of the priorities identified therein. The strategy should support the Preserve and Protect Object of the Trust, focusing on two goals:

- 1) strengthening the Islands Trust brand by increasing awareness and support for the Trust with relevant stakeholders, influencers, policy-makers, and decision-makers;*
- 2) improving communication between the Trust and Trust Area residents, in line with Trust Council's emphasis on transparency and **consultation**.*

The communications and consultation strategy would identify specific initiatives, along with performance metrics to assess performance.

*As is the case with any public-facing organisation, an important component of such a strategy must be **a digital and social media plan** that allows Islands Trust to more effectively connect with its target audiences, both transmitting and receiving information.*

As a career Strategic Communications professional with over 30 years' experience, much of which was spent working in the public sector, I fully endorse this recommendation with two caveats;

- 1) The use of the word "consultation" is incorrect, and should be replaced with "engagement". These two words are not interchangeable. As depicted on the IAP2 Engagement Spectrum, the word "consultation" makes a very specific promise to the public. I believe that the actual intent of this recommendation is better served by using the more broad term "engagement".
- 2) The use of social media as a communications and engagement tool must be determined at the time the Strategic Communications Plan is developed. To single out one communications tool amongst all of those available and recommend focus on it at this stage is tactical, not strategic, in

approach. It would be equally inappropriate to single out advertising or direct mail or public events for focus ahead of the development of a strategic plan.

Social media does not require a stand alone strategy because it is one of many tools within the complete Communications toolkit. I understand that there is currently a lack of effective IT presence on social platforms, but whether social platforms are the best use of resources and the best tool to achieve the organization's specific strategic outcomes remains to be decided.

However, a Digital Strategy is indeed required at the Islands Trust. It is not part of a Communications Strategy, it is a framework for making decisions about technology, a tool for managing the change necessary for, and associated with, digital transformation, and a roadmap for building better online services. A Digital Strategy considers how citizens expect to be able to interact with an organization online, evaluates through testing how well they can do it currently, and identifies the gaps between those expectations and reality. The Strategy then proposes a broad range of solutions for bridging any gaps, enabling an organization to more effectively meet their public's needs online.

Regards,
Mairi Welman

Welman Communications
Salt Spring Island

[REDACTED]
[REDACTED]

I am humbly thankful to live and work in the ancestral and unceded traditional territory of the Hul'qumi'num and SENĆOŦEN speaking peoples.

From: Frants Attorp <[REDACTED]>
Sent: Wednesday, March 2, 2022 1:26 PM
To: Executive Admin
Subject: Please put this article on the Trust record (and in the Trust Council agenda package if possible)

[Provincial Government 'Missing in Action' as Islands Trust Founders - Salt Spring Exchange](#)

Provincial Government Missing in Action as Islands Trust Founders

By Frants Attorp

One year and \$75,000 after commissioning an independent review of its own performance, the Islands Trust, the governing body charged with “preserving and protecting” the Gulf Islands, has received a devastating report card.

The bad news is summed up on the first page: “Current Trust Council practices do not meet the requirements set by good governance principles.”

Created by special legislation in 1974 in response to “unprecedented pressure for residential development”, the Islands Trust received passing grades in only four of thirteen subcategories.

The most serious indictment is that Trust Council, the political body of the Islands Trust, cannot agree on its role: There are “persistent divisions around the meaning of the Preserve and Protect Object, and the measures necessary to uphold it”.

Equally damning is the observation that the Trust has no idea about the sustainability of existing development, let alone what has yet to come: “There is no comprehensive analysis of the Trust Area’s capacity to sustain current population and activity, or its ability to accommodate more growth and development, especially in light of climate change and other considerations. The absence of an overarching vision for the Trust

Area as a whole, setting out limits to growth, measures for protection of the environment, and sustainable strategies for development must be addressed.”

The report points to many other failings such as “trustees who don’t understand their collective and individual responsibilities”; “conflict of interest”; “rubber stamping of important decisions”; “disregard of policies on a regular basis”, and poor enforcement practices. Additionally, there is insufficient representation on Trust Council of provincial and First Nations interests.

Fixing the myriad problems requires a major revamp. For example, a “corporate secretary” should be hired “to ensure the framework by which the organization’s governing body fulfills its duties and responsibilities is upheld and operates efficiently.” At the island level, official community plans must be updated “as soon as possible”.

But “the first challenge that confronts the Trust is to agree on how to interpret the Preserve and Protect Object”. Elected trustees have to decide “if the Trust is an environmental steward with land use regulatory powers, or a land use regulator with a particular concern for environmental stewardship.” This is not just semantics, as one allows for much more development than the other.

There is much to consider: “The extent and means by which growth should be limited...are all part of an increasingly fraught debate as complex environmental concerns grow, property prices sharply rise, and shortages of water, labour, housing, and, in some areas, land itself becomes acute. As the population grows, evolves, and ages, service needs change and increase, adding to citizen pressure on the Trust.”

Meanwhile, the provincial government, which has ultimate responsibility for oversight, is missing in action: “The absence of any instructions to the Trust by the BC government on this subject, coupled with government officials’ decision not to participate in this review, may suggest the Ministry of Municipal Affairs has no appetite to take on questions regarding the Islands Trust mandate and its future. The Islands Trust seems to be missing a champion within the provincial government.”

Unfortunately, there is a gaping hole in the report. Since the review explicitly excluded the Islands Trust Act, the deficiencies of the original legislation are not examined. Yet it is the wording of the Act, and specifically the mandate to protect the islands' "unique amenities and environment" that is now being hotly debated as a new Policy Statement is drafted.

Those who support broader development are claiming "unique amenities" can mean anything that contributes to healthy communities, including, but not limited to, housing and transportation. The more conservation-minded have a more restrictive interpretation, and point out there is nothing "unique" about shops, roads, ferries, and such.

Despite the report's emphasis on building consensus, it is doubtful the current crisis in the Islands Trust can be resolved without provincial intervention. The original legislation needs to be revisited to remove the ambiguities that have given rise to prolonged in-fighting and rendered the Islands Trust dysfunctional. Only the provincial government can reword the legislation to ensure the original intent of the Islands Trust—to limit development on the Gulf Islands—is not subverted as humans continue to assert their dominance throughout the region.

The report will be discussed by Trust Council at its quarterly meeting on March 8.

Frants Attorp is a Salt Spring resident who has written for several Gulf Islands publications.

From: Frants Attorp <[REDACTED]>
Sent: Wednesday, February 23, 2022 1:25 PM
To: Executive Admin <execadmin@islandstrust.bc.ca>; SSInfo
<ssiinfo@islandstrust.bc.ca>
Subject: Driftwood article

Please place this article on the Trust record.

Frants Attorp
Salt Spring Island

OPINION

2019 CCNA Awards
Gold - Best Editorial Page | Gold - Best Feature Series (Gail Sjoberg)
Bronze - Best News Story (Elizabeth Nolan) | Bronze - Community Service

2021 BCYNA Awards
Gold - Best All Round (for circulation Category C)



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EDITORIAL

Learn the story

Black History Month has special significance for Salt Spring Island.

The role of Black people in Salt Spring's early history is well documented in various books and in Salt Spring Historical Society materials. Charles Kahn's *Salt Spring: The Story of an Island*, and Crawford Killian's *Go Do Some Great Thing — The Black Pioneers of British Columbia* are must-read full-length books for learning about the early Black settlers of the island. Sylvia Stark: *A Pioneer* by Victoria Scott and Ernest Jones is a small biography that details the history of what is considered the best-known of the families that first came to the island from the U.S. in 1859. John Craven Jones was the island's first teacher and elected to Salt Spring's short-lived municipal council along with another Black settler, Henry W. Robinson.

People wanting to know more about Salt Spring's rich Black history can access those books at the Salt Spring Public Library. While there this month they can enjoy a portrait of Stark and her father Howard Estes done by Alli Hames and commissioned by Stark family descendant Judy Sims.

While being celebrated that history is also threaded with stories of racism and the documented murder of at least two residents of African-American descent — William Robinson and Giles Curtis — in those early days.

This year's national Black History Month theme is "February and Forever: Celebrating Black History today and every day," which aims to recognize the daily contributions that Black Canadians make to Canada. Dovetailing with that theme is a Feb. 28 online evening presentation by *Overture With the Arts (OWTA)* called *Tracking Black Canada - Trailblazers Edition*. Promotional material states that it will "highlight the contributions and achievements made by prominent residents in these forgotten communities, while illuminating the conditions that led to their systemic demise, and how their impact is still felt today." The event is for School District 64 parents and staff and connects to a student presentation done by OWTA at the high school on Feb. 23.

As a *Conversations on Racism* series held on Salt Spring illustrated last year, along with the creation of a Black Indigenous People of Colour group, racism is still a factor in 21st-century life on the island. Learning about Black history on Salt Spring and beyond can be one step taken towards addressing that issue.



Growth agenda greenwashed

BY FRANTS ATTORP

Contrary to recent claims by local trustees and others that Islands Trust policies will protect the Gulf Islands going into the future, neither the existing Trust Policy Statement (TPS) nor the new draft document offer any guarantee of environmental protection.

To be clear: the main purpose of the Islands Trust Act and, by extension, the TPS, is to limit development on the islands. Without limitations there is no point in having an Islands Trust.

Efforts to weaken the TPS to allow for more development go back to 1994 when Trust Council broadened the interpretation of "unique amenities" to include healthy communities and culture. In that historic moment, Trust Council committed to the impossible: simultaneously protecting the natural environment and the forces that destroy it.

South Pender Trustee Steve Wright has long campaigned to correct this contradiction. At a Trust Council meeting last March, he moved to "prioritize" protection of the natural environment. That motion was defeated 17-8. Trustee Laura Patrick argued that the interpretation of the mandate must be kept "as broad as possible."

VIEWPOINT

Rather than close the barn door, Trust Council opened it even further by supporting a motion by Gambier Island Trustee Dan Rogers (seconded by Laura Patrick) to extend protections to "healthy and inclusive communities — but not limited to — housing and transportation." The words "not limited to" have serious implications.

With no clear priority, no limits, and no definition of key words such as "healthy" and "community," trustees are free to use their imaginations. Is there any development, no matter how urban, that does not arguably contribute to a "healthy community?"

Keeping the interpretation of any legal document "as broad as possible" renders it useless. Denman trustee David Critchley recognized as much and presented a follow-up motion affirming that "the paramount object of the Islands Trust Act is preservation and protection of the natural environment." It, too, was defeated.

Critchley then tabled another motion to give protection of the natural environment "special and profound consideration." It

passed, but try changing the context. Would you drink water where meeting health standards is not required, but rather, given "special and profound consideration" by politicians?

Even that feeble gesture is undermined by loopholes in the Policy Statement Implementation document. For example, to escape restrictions, a local Trust committee need only show it "directed its attention to the matter" and "made a considered decision."

The TPS is a legal requirement intended to protect the islands in the long term. It does not have to preclude human needs, but it must limit development. If each new generation demands freedom from regulations, environmental protection becomes a pretense.

The unfettered powers afforded trustees have spawned a movement to make sweeping changes to Salt Spring without a full public review of our official community plan, even as studies show projected build-out numbers for existing zoning are unsustainable. But nobody admits to this. Instead, we are fed a constant diet of sustainability rhetoric and false assurances that actions have no consequences. We're drowning in greenwash.

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THIS WEEK'S POLL QUESTION:

Should suites be allowed
in accessory dwellings on
Salt Spring?

☐ Yes ☐ No

LAST WEEK'S QUESTION:

Are you concerned
about Gulf Islands
population growth?

76 153
NO YES

Cast your ballot online at www.gulfislandsdriftwood.com
before Monday 2 p.m. or clip this box and drop it at our office before Monday at 2 p.m.

46

Tony Law

[REDACTED]
Hornby Island, BC, V0R1Z0
[REDACTED]

To Islands Trust Council

28 February 2022

re: Draft Policy Statement: A suggestion

Introduction

When I first read the Draft Policy statement, I thought; “This is really good.”

But as I step back, I realize I am not typical of the Trust Area electorate.

For one thing, after serving as a trustee for twenty years, I am a bit of a policy wonk – one of only two people I know on Hornby Island (apart from the trustees) who has read the complete 39 page draft (the other being the super-diligent chair of the APC).

For another, I am part of a rapidly disappearing cohort that came to the Islands in the 1970s and 1980s to lead simple lives in an area that we valued as being preserved and protected by the Islands Trust. We went to meetings. We provided input.

We are being replaced by people who are not choosing – or don’t have the option of choosing – such simple lives or experience connectivity with the Islands Trust. There are those whose complicated lives involve having one foot on the islands and the other in the city. And those who are struggling to get a toe hold on the islands with the challenges of establishing housing and livelihoods.

I fully understand that many such islanders do not have the time, energy, interest or inclination to engage in Islands Trust processes in the context of other priorities. I sense that many, perhaps most, see the Islands Trust as a centralized external bureaucracy rather than being rooted in island communities. In other words: an entity to be suspicious of rather than automatically embraced.

The Draft – what needs to be addressed

Trustees are challenged to find the appropriate balance between responsibility to the legislated object and responsibility to representing the electorate.

My reading of the Draft Policy Statement and the public response to it is that the Draft does an admirable job of addressing the object, but balance has not been achieved because it does not reflect a consensus of the electorate, whose support is crucial in implementing the object.

The Islands Trust Act, 15.2(a), requires the Policy Statement to be **a general statement of policies** and 14.4 which requires that a bylaw not be approved if it is contrary to or at variance with the trust policy statement (which can lead to the creation of very definitive policies to make it easier to clarify when non-approval should be exercised).

My reading of the Draft Policy Statement is that it has drifted too far from being the *general statement* of policies required by the *Islands Trust Act*.

There are 133 policies, some of them repeating the same policy imperative.

Rather than being general statements, they are instead statements of positions, directions and commitments that are often quite specific, often reading more like regulations than policies.

Such a long and complex document is not only outside what the legislation requires but, of its very nature, presents a barrier to public understanding and engagement.

I do not see Trust Council being able to present a publicly supported version of this document that will receive Ministerial approval in time for adoption this term – at least without significant controversy being carried forward into the next term.

A Suggestion

I am a big believer in the role of the Policy Statement. During my time as a trustee, I was twice on committees that worked on making revisions. I want this current project to succeed – which for me involves the Policy Statement being widely embraced.

I have spent countless hours going through the Draft Policy Statement formulating ideas for changes. But I have given up. More than tinkering is required.

After a great deal of thought, this is my suggested course of action:

Divide the Policy Statement into two documents.

1) The Policy Statement

- It would be submitted for ministerial approval
- It would be a statement of general policies as required by the Islands Trust Act
- It would be much short and more reader-friendly

2) Companion to the Policy Statement

- It would be established by bylaw of Trust Council
- It would include background, context, and implementation actions (now in the current Draft)
- It would be more readily amendable to address new information, issues and opportunities

Here are examples – using sections 4.1 and 4.2 - of how what is covered in the Draft Policy Statement could be divided between a new “short-version” **Policy Statement** and a “**Companion to the Policy Statement**”.

This would reduce the number of policies in these sections from 27 policies in the current draft to 11 policies in what I am suggesting.

Example: “Policy Statement”

PART 4: ECOSYSTEM PRESERVATION AND PROTECTION

GOAL: To Preserve, Protect, Restore, and Sustainably Steward Trust Area Ecosystems

4.1 Environmental Integrity

Policies

(Local trust committees and Island Municipalities should ensure that Official Community Plans and regulatory bylaws are not contrary to, or at variance with, policies that apply to planning areas).

4.1.1. Proactive land use planning is essential to the preservation and protection of Trust Area ecosystems.

4.1.2 Protection is required for natural processes, habitats, and species of the Trust Area and for Indigenous cultivation and harvesting areas. In each planning area, land use planning and regulation should be used to identify, preserve, protect, and support the restoration of key elements*

4.1.3 Networks of protected areas throughout the Trust Area are necessary to preserve ecosystems in sufficient size and distribution to sustain their environmental integrity. Such networks should be identified, established, and maintained in each planning area through land use planning and regulation.

4.1.4. Emissions to land, air and water should be reduced. Such emissions should be limited in each planning area through regulation of land use and development.

4.1.5. Impacts of climate change on ecosystems should be understood and addressed. In each planning area, this should involve using land use planning and regulation to support climate adaption measures for ecosystems

*Sensitive ecosystems (cliff, freshwater, herbaceous, old and mature forest, riparian, wetland, and woodland ecosystems), contiguous, unfragmented forests and associated ecosystems, freshwater networks and groundwater recharge areas, eelgrass meadows, kelp forests, and forage fish spawning areas, species and ecosystems at risk, Indigenous cultivation and harvesting areas such as clam gardens, camas meadows, and other areas as identified by First Nations.

(Resources include the Islands Trust Conservancy Board, the best available quantitative and qualitative data, Indigenous knowledge, and community input.)

4.2 Freshwater Stewardship

Policies

(Local trust committees and Island Municipalities should ensure that Official Community Plans and regulatory bylaws are not contrary to, or at variance with, policies that apply to planning areas).

4.2.1 Loss or degradation of watershed ecosystems, freshwater networks, groundwater recharge areas, and freshwater aquatic species should be prevented. In each planning area, means to prevent this should be identified and utilized in land use planning and regulation.

4.2.2 Neither the density nor intensity of land use should be increased in groundwater regions where the quality or quantity of the supply of freshwater is likely to be inadequate or unsustainable. This should be implemented in each planning area through land use planning and regulation.

4.2.3 Fresh water quality and projections of water demand and supply (existing, anticipated, and seasonal) should be addressed in each planning area through land use planning and regulation.

4.2.4 Each island should be self-sufficient in its supply of freshwater (with the sole exception of Piers Island which is supplied by the Capital Regional District water system).

4.2.5 Additional uses of freshwater should not be detrimental to existing in-stream uses (such as for fish and fish habitat, Indigenous cultural and spiritual practices, aesthetic and recreational activities) and the maintenance of water quality in lakes, streams, and wetlands. In each planning area, this should be ensured where possible through land use planning and regulation to address detrimental impacts upon them of freshwater uses.

4.2.6 Water supply should be sourced from the storage and use of freshwater (groundwater, surface water and rainwater) rather than from the desalination of sea water. In each planning area, land use planning and regulation should support appropriate storage of freshwater and limit the desalination of seawater to specified lots where there is no ability to source and store freshwater and where desalination would not involve returning concentrations of brine into the environment.

Example: “Companion to the Policy Statement”

ECOSYSTEM PRESERVATION AND PROTECTION

GOAL: To Preserve, Protect, Restore, and Sustainably Steward Trust Area Ecosystems

CONTEXT:

Environmental Integrity:

The Islands Trust Area contains the most biodiverse and endangered ecosystems in British Columbia and a number of species that are of high cultural significance to First Nations. These ecosystems are treasured for their intrinsic value and also for the many supports they provide to human well-being. An ecosystem is understood as a dynamic system of living species interacting with their non-living environment. Some ecosystems rely on a delicate mix of species and conditions that are easily affected by human activities and environmental disturbances. These ecosystems are termed ‘sensitive’ and are prevalent in the Trust Area. An ecosystem has ‘environmental integrity’ when its dominant characteristics, natural composition, structure, function, and processes occur within their natural ranges of variation and can withstand and recover from most disruptions imposed by human activity or environmental dynamics such as climate change. In the Trust Area, the establishment of networks of protected areas and unfragmented forest reserves that are large enough to contain and sustain native Trust Area species is essential to environmental integrity.

Restoration:

In the face of the global climate and biodiversity crises, it has never been more critical to preserve and protect ecosystems in the Trust Area. In addition, there is now an imperative to restore these fragile ecosystems and assist in their recovery due to the cumulative impacts of development and human use of natural areas, as well as the impacts of a changing climate. Ecosystem restoration is the process of assisting the recovery of an ecosystem that has been degraded, damaged, or destroyed. Restoration can

happen in many ways, such as active reforestation or wetland remediation, or by simply removing pressures so that nature can recover and adapt on its own.

Adaptive Management:

The specific impacts of the climate and biodiversity crises and their policy implications may be difficult to predict in exact detail, timing, and scope. Adaptive management approaches offer pathways to minimize uncertainty and maximize policy effectiveness. These are structured, iterative processes of decision-making intended to reduce uncertainty over time through periodic monitoring and evaluation, and evidence-based policy adjustments.

Nature-Based Solutions: In seeking integrated solutions that address the impacts of climate change on both ecosystems and communities, nature-based solutions offer opportunities for multiple co-benefits. Nature-based solutions are actions to protect, sustainably manage, and restore ecosystems that address societal challenges effectively and adaptively, simultaneously providing human well-being and biodiversity benefits.

Sustainable Stewardship:

As humans modify the Trust Area, ecosystems are subject to various pressures. With sustainable, regenerative use, ecosystems will be more healthy and resilient and better able to support human well-being in a variety of ways. Sustainability, in this context, is defined as the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs.

Stewardship, in this context, refers to the responsible use and protection of natural systems, through conservation and sustainable use.

4.1 Environmental Integrity

Policies

(Local trust committees and Island Municipalities should ensure that Official Community Plans and regulatory bylaws are not contrary to, or at variance with, policies that apply to their planning area).

4.1.1. Proactive land use planning is essential to the preservation and protection of Trust Area ecosystems.

4.1.2 Protection is required for natural processes, habitats, and species of the Trust Area and for Indigenous cultivation and harvesting areas. In each planning area, land use planning and regulation should be used to identify, preserve, protect, and support the restoration of key elements*

*Sensitive ecosystems (cliff, freshwater, herbaceous, old and mature forest, riparian, wetland, and woodland ecosystems), contiguous, unfragmented forests and associated ecosystems, freshwater networks and groundwater recharge areas, eelgrass meadows, kelp forests, and forage fish spawning areas, species and ecosystems at risk, Indigenous cultivation and harvesting areas such as clam gardens, camas meadows, and other areas as identified by First Nations.

(Resources include the Islands Trust Conservancy Board, the best available quantitative and qualitative data, Indigenous knowledge, and community input.)

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4.1.4. Emissions to land, air and water should be reduced. Such emissions should be limited in each planning area through regulation of land use and development.

4.1.5. Impacts of climate change on ecosystems should be understood and addressed. In each planning area, this should involve using land use planning and regulation to support climate adaption measures for ecosystems

Trust Council can support these policies by:

- Obtaining the best available area-based mapping, science, social science, local knowledge, and Indigenous ways of knowing in order to address cumulative effects of existing and proposed development to avoid detrimental effects on watersheds,
- Identifying and monitoring the impacts of climate change on ecosystems through climate vulnerability assessments and utilizing adaptive management processes and nature-based solutions that are informed by the best available area-based mapping, science, social science, local knowledge, and Indigenous ways of knowing.
- Seeking the best available area-based mapping, science, social science, local knowledge, and Indigenous ways of knowing regarding ecosystem preservation, protection, restoration, and sustainable stewardship in the Trust Area through respectful, culturally-sensitive and collaborative approaches with First Nations, Indigenous Knowledge Holders, the Province, other government agencies, nongovernmental organizations, and communities, in collaboration with the Islands Trust Conservancy Board,
- Coordinating with, and advocating to, other government agencies to foster actions, programs, and incentives that: (3.1.9) ⌚ place priority on the integrity of the environment in the Trust Area ⌚ protect the diversity of native species and habitats in the Trust Area; and ⌚ prevent pollution of the air, land, freshwater networks, and marine waters of the Trust Area
- Coordinating with, and advocating to, other government agencies to: ⌚ regulate and monitor the harvesting of fish, wildlife, and vegetation in the Trust Area so as to protect terrestrial and aquatic species populations and habitats (4.3.1) ⌚ consult with First Nations, local trust committees, island municipalities, and Trust Area communities prior to decisions regarding regulation of hunting or harvesting of wildlife or vegetation in the Trust Area (4.3.1) ⌚ consult with First Nations to preserve First Nations' traditional harvesting areas; and (new) ⌚ to protect, for public use, areas supporting naturally occurring shellfish populations and other marine life, and to establish public shellfish reserves in the Trust Area. (4.3.2)

- Encouraging the provincial government to enforce standards for the control of emissions polluting the air, lands, and waters of the Trust Area. (3.1.10)

- Advocating to other government agencies, non-governmental organizations, Crown corporations, municipalities, regional districts, non-governmental organizations, property owners, residents, and visitors to protect natural areas in the Trust Area through education, stewardship tools, acquisitions, conservation covenants and careful management, in cooperation with First Nations and the Islands Trust Conservancy Board.

4.2 Freshwater Stewardship

Policies

(Local trust committees and Island Municipalities should ensure that Official Community Plans and regulatory bylaws are not contrary to, or at variance with, policies that apply to their planning area).

4.2.1 Loss or degradation of watershed ecosystems, freshwater networks, groundwater recharge areas, and freshwater aquatic species should be prevented. In each planning area, means to prevent this should be identified and utilized in land use planning and regulation.

4.2.2 Neither the density nor intensity of land use should be increased in groundwater regions where the quality or quantity of the supply of freshwater is likely to be inadequate or unsustainable. This should be implemented in each planning area through land use planning and regulation.

4.2.3 Fresh water quality and projections of water demand and supply (existing, anticipated, and seasonal) should be addressed in each planning area through land use planning and regulation.

4.2.4 Each island should be self-sufficient in its supply of freshwater (with the sole exception of Piers Island which is supplied by the Capital Regional District water system).

4.2.5 Additional uses of freshwater should not be detrimental to existing in-stream uses (such as for fish and fish habitat, Indigenous cultural and spiritual practices, aesthetic and recreational activities) and the maintenance of water quality in lakes, streams, and wetlands. In each planning area, this should be ensured where possible through land use planning and regulation to address detrimental impacts upon them of freshwater uses.

4.2.6 Water supply should be sourced from the storage and use of freshwater (groundwater, surface water and rainwater) rather than from the desalination of sea water. In each planning area, land use planning and regulation should support appropriate storage of freshwater and limit the desalination of seawater to specified lots where there is no ability to source and store freshwater and where desalination would not involve returning concentrations of brine into the environment.

Trust Council can support these policies by:

- Identifying and supporting the protection and where possible, the continuity, restoration or rehabilitation of the watershed ecosystems, freshwater networks, groundwater recharge areas and wetlands of the Trust Area.
- Taking a precautionary approach to the sustainable stewardship of watershed ecosystems, freshwater networks, and groundwater recharge areas in the Trust Area, in cooperation with First Nations, Indigenous Knowledge Holders, other government agencies, and the public, and on the basis of the best available area-based mapping, science, social science, local knowledge, and Indigenous ways of knowing.
- Honouring the inherent rights of First Nations to access freshwater streams for cultural and spiritual purposes.
- Coordinating with, and advocating to, the provincial government, regional districts, improvement districts, and other agencies to enact legislation protecting freshwater sustainability, watershed ecosystems, freshwater networks, groundwater recharge areas, and freshwater aquatic species at risk in the Trust Area, in accordance with the Islands Trust Object. (4.4.6)
- Coordinating with, and advocating to, the provincial government to implement property tax incentives for the retention of groundwater and watershed recharge areas and freshwater wetlands in the Trust Area. (4.4.5)
- Encouraging, educating, and advocating to government agencies and nongovernmental organizations, property owners, residents, and visitors to adopt water conservation practices in the Trust Area, including through the use of innovative technologies such as rainwater harvesting, above-ground water cisterns, alternative sewage disposal systems, reuse of water, the treatment and use of grey water, and the use of water saving devices.
- Encouraging government agencies, non-governmental organizations, property owners, residents, and visitors to protect watershed ecosystems through voluntary donations, acquisitions, conservation covenants, and careful management, in collaboration with Islands Trust Conservancy.

Thank you for considering this.

I hope it is helpful.

Sincerely,

Tony Law

From: Kristina Peszel <[REDACTED]>
Sent: Friday, February 18, 2022 9:56 AM
To: SouthInfo <SouthInfo@islandstrust.bc.ca>
Subject: Budget increase by Financial Committee

Hello,

How could the financial committee in all good conscience approve an increase in budget when 49% voted for a decrease, 6% abstained (therefore making it a majority vote to decrease) and 31% voted to keep the budget the same?

How is this possible? Only 14% chose an increase. At the very least, if you weren't going to listen to the residents, maintaining the previous budget would have been the most that should have been done.

As per your website, you are supposed to be accountable to us...

Accountability

Islands Trust is accountable to the Minister for Municipal Affairs, taxpayers, and the public.

When are we going to be heard?

Sincerely,
Kristina

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From: Jeffrey Green <[REDACTED]>
Sent: Saturday, February 19, 2022 11:10 AM
To: Executive Admin; Budget
Cc: Peter Luckham; Deb Morrison; Benjamin McConchie; Steve Wright; Cameron Thorn
Subject: Approval of the 2022/23 Budget by the Financial Committee

Follow Up Flag: Follow up
Flag Status: Flagged

Mr. Luckham and the Island Trust Trustees

I understand that at the Financial Planning Committee meeting on February 16th, the Committee approved a \$9.5 million dollar budget for referral to the Trust Council, a budget that was \$400 thousand more than the budget that the public had been asked to comment on. This is directly opposite to the results of the public survey on the budget; specifically, 49% wanted to see a budget decrease and 31% wanted the budget to stay the same. Combined, 80% of the respondents do not support an increase in the Trust budget verse 14% supporting an increase. I am also aware the Trust received a number of letters and emails that did not support an increase in the Trust budget.

The Trust has used the SurveyMonkey platform in each of the past three years (2019 to 2021) to obtain public input on the proposed annual budgets. The same survey platform has been used for other surveys by the Trust over the past 4-5 years (e.g., Islands 2050 – Policy Directions Survey January-February 2021; Keats Island Shoreline Protection Project, 2018).

The Trust has used the results of these past Budget Surveys — all using Monkeysurvey — to support advancing the budget. For example, Peter Luckham has stated:

- *"751 people provided input through an online survey or by sending emails Your input was heard and taken into consideration when we finalized the budget."* (March 13, 2020; <https://islandstrust.bc.ca/document/news-release-tc-approves-climate-focused-budget/>)
- Peter Luckham stated in 2021: *"In total, 953 people provided input via survey and e-mail Your input was heard and considered carefully when we made final decisions on the budget"* (March 16, 2021; <https://islandstrust.bc.ca/document/islands-trust-council-approves-2021-22-budget/>)

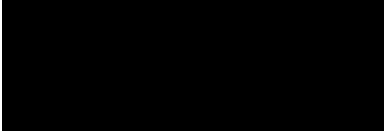
However, this year (2022), when 80% of the 1,107 respondents to the Budget Survey did not support an increase, the Financial Planning Committee chose to ignore the results of the budget survey and proceed with not only approving the budget increase, but also added \$400 thousand to the budget. The \$9.5 million budget will now be presented to the Trust Council on March 8th.

When the Trust Council reviews the proposed budget next month, the Council needs to carefully review and consider the public feedback that the Trust requested and that property owners and businesses paid for through their taxes. Residents and businesses in the Island Trust Area spent considerable time and energy to complete the surveys on the expectation their opinions would be respected and duly considered.

If the Council vote does not reflect public input as represented by the Budget survey and correspondence, then the Council needs to provide an open, transparent and objective rationale for doing so. Without such justification, the neutrality and value of past and future public engagement processes, including the Trust surveys for future budgets, the upcoming Draft Policy Bylaw, and other topics, are substantially diminished, as is the public's trust in the Trust.

Sincerely
Jeff Green

Jeffrey E. Green



From: M. Alice Baer <[REDACTED]>
Sent: Monday, February 21, 2022 12:15 PM
To: Executive Admin
Subject: Vote against the budget increase

Dear Execadmin,

Please vote AGAINST the \$9.5 Millan budget coming up on March 8th. Vote NO to the increase. I am a resident of Saturna and have been for 20 years.

Alice Baer

[REDACTED]

Saturna Island

[REDACTED]

[REDACTED]